avpbritain
alternatives
to violence
project

The Alternatives to Violence Project, Britain

AVP regional group handbook

About your regional group handbook

This handbook has been produced to help regional groups organise and coordinate successful AVP workshops as well as support local volunteers and develop an effective regional committee. The handbook includes best practice guidance, as well as policy and standard forms that regional groups should be using. However, we are all learning as we go along and there will be new things to share and changes to legislation that effect what we're doing over time. If you have any suggestions for changes or inclusions to the handbook, please send these to your central regional coordinator who will liaise with the national action group (NAG) to implement any changes.

We hope you find this handbook useful and wish you well with workshops in your region.

About your regional group handbook

Your handbook contents:

Section 1: About AVP Britain and your regional group

In this section you will find information about the organisational structure of AVP Britain and best practice guidance for regional groups on finance, management and fundraising.

Section 2: Organising an AVP community workshop

This section details how to organise a community workshop. It gives you all the advice and resources to coordinate a workshop in your local area. The section is split into three parts; before the workshop, at the workshop and after the workshop and identifies tasks involved at each stage. Sample forms are included in the appendices which you can use as templates.

Section 3: Workshops in partnership

More and more regional groups are working in partnership with other organisations to deliver workshops. This section gives you guidance on how to set up a workshop in partnership and how it differs from community workshops. It is split into three sections; establishing the partnership, coordinating the workshop and after the workshop.

Section 4: Prison workshops

This section of the handbook gives you guidance on how to set up a workshop in a prison. Wherever possible sample forms are included to use as templates and guidance is given from PAG and the prison project coordinator in line with the national strategy.

Section 5: Supporting volunteers

AVP has two types of volunteers; volunteer facilitators and organisational support volunteers (e.g. administrative volunteers, caterers, management committee members, case study volunteers). Both of these volunteer roles need to be adequately supported and coordinated in line with AVP policies. This section of the handbook identifies your group's responsibility to manage volunteers as well as how you can support them effectively.

Section 6: AVP Britain website

This section of the handbook outlines how to use the AVP Britain website effectively. Coordinators should be using the site regularly to maintain workshop and facilitator records but also as a method of communicating and sharing information.

Section 7: Appendices

The appendices include useful forms and templates for your community, partnership and prison workshops. It also includes current AVP Britain policies and guidance.

Section 1: About AVP Britain and your regional group

Introduction to the Alternatives to Violence Project:

What is AVP and what do we do?

The Alternatives to Violence Project (AVP) Britain is a national charity delivering workshops for people who want to find ways of handling conflict without using or being the victim of violence. The workshops draw on people's own experiences and definitions of violence and use group exercises, activities and discussions to explore non-violent ways of working with conflict. The workshops are facilitated by trained volunteers and aim to develop and strengthen:

- Good listening and communication
- Self-esteem and affirmation of others
- Trust of self and others
- Self-awareness and empowerment
- Awareness of personal choice and responsibility
- Respect and empathy
- Cooperation and community building
- Problem solving and conflict resolution

In the UK AVP workshops are delivered in a number of different settings including prisons, in partnership with other organisations and in the community. Whilst the setting, format and workshop participants might differ, the aims of the workshop remain the same.

Our history:

AVP began in 1975 when inmates of a New York high-security prison asked a group of Quaker volunteers to develop a programme addressing violence among the younger inmates. The project was highly successful and it soon became apparent the need for this work existed both in prisons and in the wider community. The programme has now spread to over 40 countries around the world, including New Zealand, Costa Rica, Israel, Russia and South Africa.

AVP first began working in the UK in 1988 and AVP Britain was formed as a registered charity in 1997. During this time we have run workshops for diverse groups including prisoners, prison staff, young offenders, the police, domestic violence workers, homeless groups and many individuals in the community who wanted to address the violence in their lives.

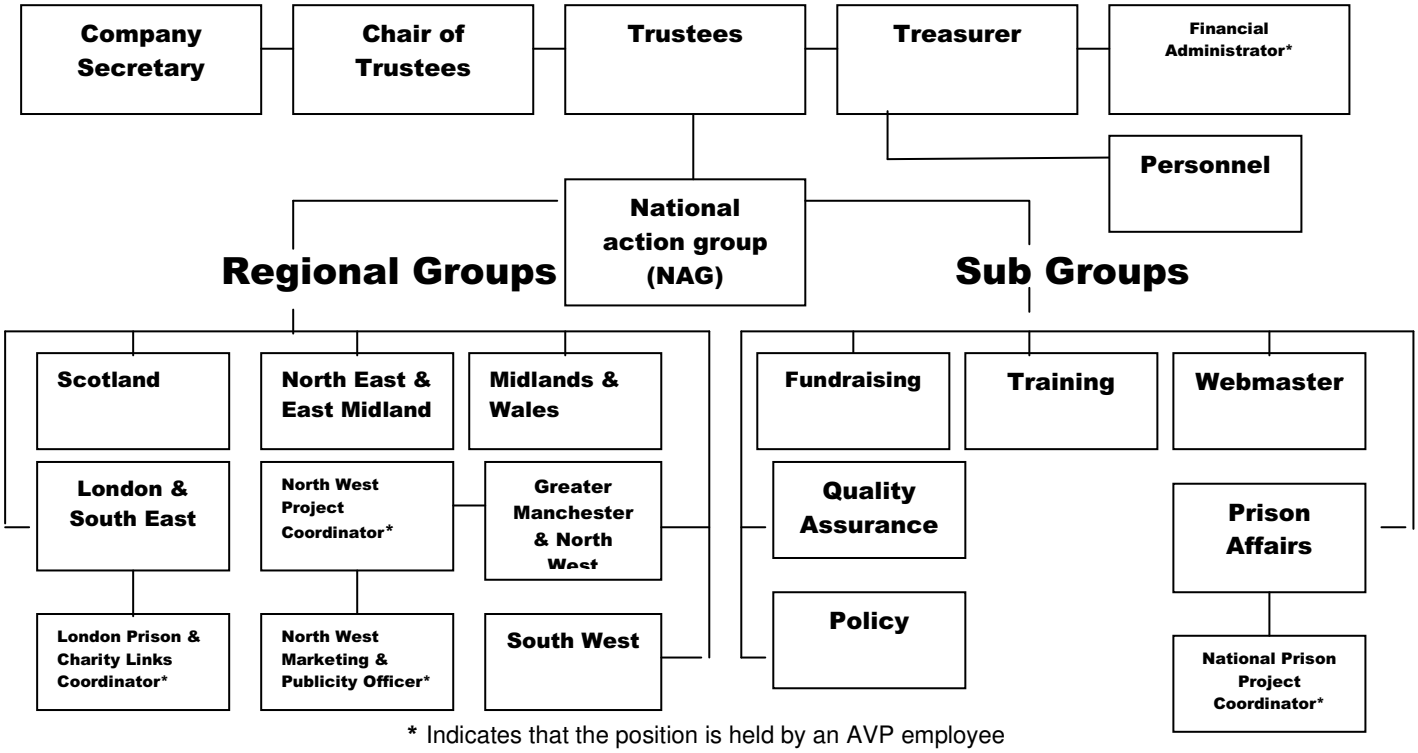
How is AVP set up?

AVP Britain is a charity registered in England and Wales and as such has a registered charity number: 1085709. In Scotland it is registered with the Office of the Scottish Charity Regulator as a cross border charity. AVP Britain is also a company limited by guarantee and has a Co. Ltd by Guarantee number: 4127409

Within AVP Britain are six regions. These are not charities in their own right but members of the national charity. As members of AVP Britain all regions are bound by the same Articles of Association and Memorandum (please see ***Appendix 1.1***) as well as subsequent national policies and standards (please see ***Section 7: policies***).

Section 1: About AVP Britain and your regional group

How is AVP Britain organised?



* Indicates that the position is held by an AVP employee

AVP Britain is managed by a number of different committees and subgroups at national and regional level. Full terms of reference for these can be found on the AVP Britain website or by request to the secretary of the national action group (NAG). Ad hoc committees may be formed in response to a particular demand or need for expertise and in the same way, committees will disband if their role becomes redundant.

Section 1: About AVP Britain and your regional group

In 2008 established committees/groups include:

Committee:	Reports to:	Responsibility:
AVP Britain Trustees	Members at the AGM	To provide governance, plan strategy and ensure that AVP is solvent, well-run and meeting the needs for which it was set up.
NAG (national action group)	Trustees	To manage AVP activities, implement policies, develop a business plan and coordinate AVP's role and activities in consultation with the regions.
AVP Britain PAG (prison affairs group)	NAG	To develop strategy and policy relating to AVP's work in prisons. Where a prison project coordinator is in post, PAG will be the management committee for that employee.
AVP Britain training	NAG	To develop training for current AVP facilitators and coordinate training for new facilitators.
AVP Britain personnel	Trustees	To oversee employment practice and deal with any personnel issues.
AVP Britain quality assurance	NAG	Specific remit to develop accreditation of AVP workshops through the Open College Network and oversee delivery.
AVP Britain manual revision	NAG	To revise facilitator handbooks and develop new materials.
AVP Britain fundraising	NAG	To coordinate fundraising applications.
Regional management committees	NAG	To develop and coordinate a regional strategy and programme of activity.

AVP Britain also has a permanent **voluntary post**:

- AVP Britain company secretary: Ensures AVP Britain meets the legal requirements of the Charity Commission and Companies House.

Paid staff/consultants may include:

- AVP Britain financial administrator: Supports the Treasurer and collates AVP Britain accounts.
- AVP Britain independent examiner: Reviews AVP Britain end of year accounts.
- AVP Britain webmaster (on an ad hoc basis): Manages and develops the AVP Britain website.
- Regional coordinators/national posts such as prison project coordinator/national coordinator: These roles may be filled with paid staff where funding is sought and achieved by regional or national committees.

Section 1: About AVP Britain and your regional group

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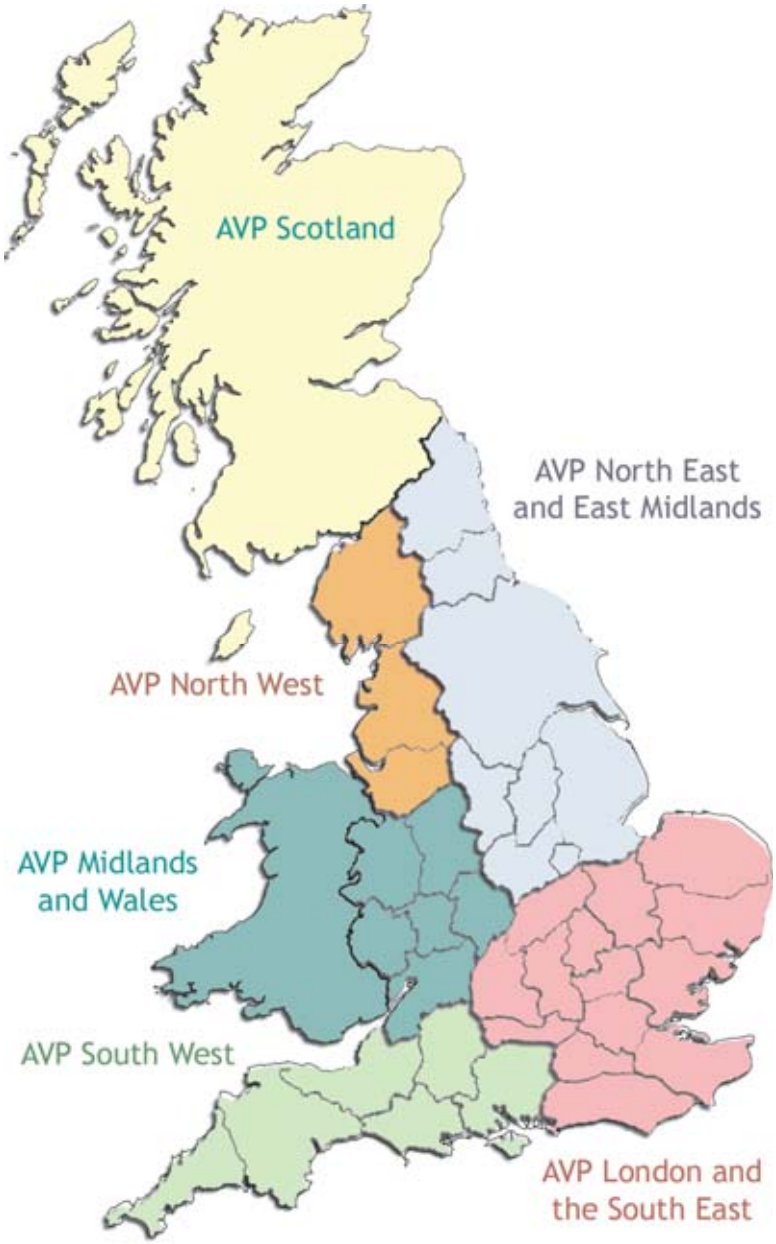
AVP regions: At the national gathering in 2006 it was decided that local groups would amalgamate into regional groups. Working on a regional scale would improve coordination within AVP Britain and provide more opportunity for support and growth. The AVP regional groups are:



Section 1: About AVP Britain and your regional group

How are the regions organised?

Regional groups do not have separate legal status but at the 2006 national gathering it was agreed that each region would have a core group/management committee. This group must include a chair, secretary, treasurer and nominated contact person. Each region is required to nominate one individual to be a registered member of the company, Alternatives to Violence Project Britain, on its behalf.

Each region has an appointed regional coordinator, some may be paid, others voluntary. A paid employee would be employed by AVP Britain but the regional committee would take responsibility for managing that member of staff and providing a line manager for day to day decisions. In a voluntary capacity, the coordinator would be a member of the management committee.

What role do regional groups have within AVP Britain?

Whilst AVP regions work to develop workshops within that particular region, each regional group also has roles and responsibilities within AVP Britain. Regional groups must:

- Submit annual accounts to the AVP Britain financial administrator
- Comply with all AVP Britain policies
- Put forward a representative to the national action group (NAG)
- Work with other national committees in areas of national concern e.g. training/prison affairs
- Comply with any national strategies or directives
- Promote the AVP national brand
- Submit annual reports to the AVP Britain trustees
- Inform other regions and fundraising committee about any funding applications
- Support attendance at the AVP national gathering

Section 1: About AVP Britain and your regional group

Best practice guidance for regional groups:

1) Your management committee or core group:

Each region should be managed by a core group or management committee. There are no legal specifications on membership but it is advisable to have at least 5 members to ensure sufficient representation and diversity. The committee should consist of a chair, secretary, treasurer and coordinator/regional contact. The main responsibilities of the management committee as a whole include:

- To work as a group to achieve your region's aims and objectives.
- To provide strategic direction for your region, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- To ensure that your region has sufficient resources to carry out its work and that all resources and assets are well managed and used to meet its objectives.
- To ensure that your region complies with national policy, procedures and quality standards.
- To make sure that all staff are adequately supported and supervised.
- To participate in other tasks as arise from time to time, such as interviewing new staff, representing AVP at events or helping with fundraising.
- To produce minutes of each meeting and make these available to members of AVP Britain.

Individual management committee/core group members are expected:

- To attend all committee meetings (usually 4 – 6 a year held at times agreeable to members).
- To respond to the coordinator's requests for feedback or ideas between meetings.
- To keep informed about the region's work and the wider issues that affect it.
- To read minutes and other papers in preparation for the meetings.
- To send apologies if unable to attend meetings.
- To participate in any training and development activities to be a more effective committee member.
- To keep the region's business and personnel matters confidential.
- To declare any conflict of interest while carrying out the duties.
- To agree to act in accordance with AVP policies such as equal opportunities, health and safety.

Your management committee members should demonstrate a range of skills in order to support your region effectively. Try to maintain a balance of facilitators, coordinators and volunteers so that a number of perspectives are taken into account. If you are working with a particular organisation or agency you could invite a representative from that to be part of your committee or use voluntary organisations to advertise the role. Please see ***Appendix 1.2*** for a sample management committee information pack. Where you are recruiting volunteers, please refer to the AVP Britain volunteer policy (see ***Appendix 7.7***) with regards to what is required for induction and support. More information can be found about this in ***Section 5***. You may choose to appoint your management committee at an AGM or by an open application process.

Section 1: About AVP Britain and your regional group

2) Your finances:

- Each regional group must have an **AVP bank account**; no financial activity on behalf of your group should take place within personal accounts. Each region is responsible for organising its own banking and can select a service based on the amount of funds, level of interest and any regional preference.
- All **cheques for funds over £200** should be signed by at least 2 AVP signatories. If a cheque is being issued to an individual within the group, the cheque should not be signed by that individual.
- Each regional group should appoint **at least 3 account signatories** to allow for absence due to holiday or illness.
- If your coordinator is required to book hotels or train fares it is useful to have access to a **debit or charge card** so that these can be purchased online at reduced rates. This also allows access to petty cash to reimburse expenses. For security, a **spending limit of £150** should be imposed on the debit card.
- For security, bank statements or an online record should be checked regularly.
- Each regional group is responsible for maintaining **annual accounts** detailing all income and expenditure. Day to day book-keeping can be done by the treasurer or the coordinator and reviewed at mid and end of the financial year.
- Each regional group must have a **treasurer** to maintain/review the accounts and report on financial activity at the management committee meeting.
- Annual accounts from regional groups must be sent by the notified date to the AVP Britain treasurer or financial administrator for consolidation of AVP Britain's accounts.
- AVP Britain requires each regional group to have an **independent examiner** to review the final accounts. This is someone who is not part of the management committee or core group and who has some level of financial expertise.
- The AVP financial year is 1st April – 31st March. The timeframe for accounts is:

Date	Task	Who by?
February	Accounts are up to date and independent examiner has been appointed.	Regional management committees ensure that this has been done by the treasurer
By 30th April	Annual accounts completed and presented to the independent examiner with supporting documentation (last year's accounts, bank statements)	Regional treasurer
By 30th May	Independent examiner declaration made	Regional independent examiner.
Start of June	Independent examiner declaration and final accounts submitted to AVP Britain treasurer or financial administrator	Regional coordinator or treasurer
By 30th June	Consolidation of all regional accounts	AVP Britain Treasurer/financial administrator
By 30th July	Accounts examined and independent examiner declaration is made	AVP Britain independent examiner
By 30th July	Annual report completed	Chair of Trustees
15th August	Accounts and annual report approved	Trustees
30th August	Accounts and reports issued to all regions	AVP Britain company secretary
September/ October	Accounts and reports presented at AVP Britain AGM	Chair
November	Accounts and reports submitted to Companies House and Charity Commission	AVP Britain company secretary

Section 1: About AVP Britain and your regional group

3) Your Coordinator:

Each region must have a designated regional coordinator who is the point of all contact within that region. Where there are multiple sites of project activity, regions can appoint other project coordinators to support this but there must be a clear point of contact for all external and internal enquiries. The coordinators are responsible for implementing decisions taken by the management committee, developing strategic partnerships, coordinating workshop activities and supporting facilitators. Best practice should be shared between regions and, where possible, an annual coordinator meeting should be held to facilitate this.

4) Paid staff:

Some regional groups have paid coordinators or administrators to support local activities. If your region is considering recruiting an employee, you will find guidance on how to devise a job description ***(Appendix 7.12)*** as well as a guide to advertising ***(Appendix 7.13)*** and interviewing ***(Appendix 7.14)***. When recruiting staff please ensure that the process adheres to the AVP Britain equal opportunities policy (***Appendix 7.5***). You may also wish to seek further guidance from the AVP Britain personnel committee.

Once a member of staff has been recruited, as part of their induction they should receive the staff confidentiality policy (***Appendix 7.11***), a disciplinary and grievance policy (***Appendix 7.9***) and the staff personal conduct policy (***Appendix 7.10***). Employees need to be fully supported in order to fulfil their role successfully, so every member of staff will need a line manager. The line manager has a responsibility to support staff in achieving their objectives, as agreed by the management committee as well as carrying out regular staff appraisals and identifying any training and development needs.

5) Fundraising:

Regional groups are responsible for their own fundraising but can receive advice and guidance from NAG and the fundraising committee. Wherever possible, regions should use local funding sources so that AVP Britain can utilise national sources. However, this may not always be possible so coordinators need to be in regular contact regarding applications to avoid duplicating applications to the same funders.

When you are planning to submit an application please:

- Provide details of the funder and size of bid to the AVP Britain treasurer
- Inform other coordinators of your application (an email circular is a quick way to do this)
- Inform the AVP Britain treasurer of the outcome of your application so that an up to date record of all fundraising activity can be kept.

AVP Britain also has a national fundraising committee. Regional groups can request that fundraising take place to meet a national need such as training, materials or evaluation.

Section 2: Organising an AVP community workshop

Introduction to community workshops:

What is a community workshop?

All AVP workshops focus on and explore key AVP building blocks and consist of content outlined in the AVP manuals. However, there are different ways that these workshops can be delivered. A community workshop is open to anyone, members of the public can sign up to attend themselves or they can be referred by another agency that they are supported by. As a result, community workshops are attended by a diverse group of participants, with different needs and expectations.

How are community workshops delivered?

A community workshop can be delivered in a number of different ways but must allow for at least 16 hours of contact time with the group to ensure the delivery of the AVP core curriculum.

The 'traditional' format of delivering a community workshop is over a **weekend**, with a session on Friday evening and two full days on Saturday and Sunday. However, whilst these are accessible to many people, the weekend format precludes others such as those with childcare commitments, weekend work or with health problems who would find full day sessions too tiring. Alternative methods of delivery include **weekday workshops** (held over 3 consecutive days) or **weekly sessions** (for example 3 hours a week over 6 weeks, sessions in the daytime or the evening).

How are community workshops established?

Community workshops are established by AVP regional groups who plan to deliver workshops in their local area. They find a venue, coordinate the advertising, receive the bookings and manage the workshop. A community workshop will be set up in this way where there is an active local group and a coordinator to manage the process. Please note that any workshops run under the auspices of AVP Britain must have the sanction of a regional coordinator or committee. If any individual wants to set up workshops in their local area, they must work with the regional coordinator to establish this.

Section 2: Organising an AVP community workshop

How to organise a community workshop:

This section details how to organise a community workshop. It will give you all the tools and resources to coordinate a workshop in your local area. This section is split into three parts:

1. Before the workshop
2. At the workshop
3. After the workshop

Sample forms are included in the appendices which you can use as templates and there are tips from other coordinators to help you as well.

AVP community workshop check list:

Step	Task	Handbook page reference	Tick when completed
Before the workshop:			
1	Confirm a venue	Page 14	
2	Set dates	Page 14	
3	Set times	Page 14	
4	Find facilitators	Page 15	
5	Set fees	Page 15	
6	Advertise	Page 16	
7	Manage bookings	Page 17	
8	Manage fees	Page 17	
9	Book travel and accommodation	Page 18	
10	Prepare workshops	Page 18	
11	Participant confirmation and follow up	Page 18	
At the workshop:			
12	Carrying out risk assessment	Page 19	
13	Team building	Page 19	
14	Setting up the venue	Page 20	
15	Welcoming participants	Page 20	
16	Confidentiality	Page 20	
17	Catering	Page 21	
18	Signposting	Page 22	
After the workshop:			
19	Reporting	Page 23	
20	Monitoring and evaluation	Page 23	
21	Pay expenses	Page 24	
22	Manage participant data	Page 24	
23	Participant follow up	Page 24	

Section 2: Organising an AVP community workshop

Before the workshop: Preparation and planning are crucial to the success of your community workshop. Once you start to deliver a number of community workshops in your region, you will develop a way of working that suits you and key features of the workshop will be organised and won't need to be changed each time. However, as guidance please find below a list of requirements that need to be met before the workshop takes place.

1) Confirm a venue:

When choosing where to hold your AVP workshop, take into account the following factors:

- **Availability:** Is the venue available on the day and at the times you need? Is demand for the venue high?
- **Facilities:** Is the room large enough to accommodate a circle of up to 20 participants? Are there sufficient chairs? Are there tables for planning or eating? If you are catering, is there a kitchen? Are restrictions placed on catering? Is there somewhere to store the kit? Do you need a separate room for planning; if so, is one available?
- **Accessibility:** Does the venue have disabled access? Is it near to public transport? Is there a car park or secure bike rack?
- **Cost:** Is it reasonably priced? Will they offer a discount for repeat bookings?
- **Comfort:** What first impressions do you get? Does it feel warm and welcoming? Can you control the temperature in the venue?
- **Restricted access:** Are the rooms private or is there shared access? Will other people be accessing the building, what implication does this have for security and privacy?
- **Risk assessment:** Do any of the features of the venue present any special hazards?

2) Set dates:

When setting your workshop dates, think about the following things:

- **The venue availability:** Check that the venue is available at the weekend/during the day/evening.
- **Events/religious holiday:** Does your proposed workshop date clash with any religious holidays, local or major sporting/social events?
- **Other AVP workshops:** Check where in the country other AVP workshops are running. Too many workshops on the same weekend can put pressure on AVP's facilitator resources.

3) Set times:

- **Weekend workshops:** Different groups set different times for their weekend workshops and you may be restricted by the availability of your venue. Adult workshops require a minimum of 16 hours; sample timings include:

London	Manchester	Scotland:
Friday: 6.30pm – 9.30pm Saturday: 9.30am – 5.30pm Sunday: 9.30am – 4.30pm	Friday: 7.00pm - 9.30pm Saturday: 9.30am - 8.00pm Sunday: 9.30am - 4.00pm	Friday: 6.30 pm – 9.30 pm Saturday: 9.00 am – 9.00 pm Sunday: 9.30 am – 4.30 pm

Some groups have an evening session on Saturday, others start and finish earlier. It is up to you to decide how you deliver your workshop and this may depend on your venue or transport arrangements. You may want to try different ways and get feedback from your participants. AVP is offering a service and we want this to meet people's needs, so don't be afraid to ask and respond to feedback.

Section 2: Organising an AVP community workshop

4) Find facilitators:

As a local group, your coordinator should have full access to the AVP Britain facilitator database. This is available via the AVP Britain website and enables you to find contact details and availability specifications of all the registered facilitators. If you do not have access please contact AVP London. When coordinating your workshop teams please consider the following criteria. In reality, there may not always be a wealth of facilitators to choose from but it is worth considering your selection carefully.

- **Availability:** Which facilitators are available at the weekend/weekdays/evenings to match your workshop requirements?
- **Experience:** Ensure you have at least one lead facilitator. The rest of the team needs to be matched based on their experience to ensure that everyone is supported and that your workshop provides an opportunity for apprentice facilitators as well. At a level 2 workshop you should have at least 2 facilitators with experience of facilitating a level 2.
- **Diversity:** Is your team balanced in terms of: gender, age, ethnicity, experience and background?
- **Numbers:** How many facilitators do you need? A team can be 3 or 4 and this might depend on the size of your venue and anticipated group or on the experience within the team. If you only have 3 facilitators, do you have a reserve or contingency plan in case of last minute changes?
- **Location:** Are your facilitators local or from other regions? AVP encourages facilitators to travel and experience workshops in different areas and not to allow a team to get into the habit of always working together. You will need to take into account your budget for expenses and how many facilitators you can afford to feed and accommodate.

5) Set fees:

As much as possible you should try to keep your fees consistent for each workshop. This will enable you to advertise accurately and for a better awareness of AVP's services to be generated. However, at the middle and end of each financial year you will need to review how much profit you have made and may have to adapt fees accordingly.

Set a budget for your workshop. This will need to take into account the following expenditure:

- Venue charges
- Facilitators' expenses
- Catering costs
- Workshop materials
- Administration (including telephone, printing, postage)
- Coordinator's time

Always factor the maximum costs for your expenses to ensure that your budget is realistic and will cover all your costs. The fees you charge will be based on what you need to cover your costs as well as how much surplus you want to make.

Whilst AVP does need to cover costs, we also aim to support people. It is therefore common for local groups to have a sliding scale of charges to accommodate needs. Charges might differ between:

- Those in full-time employment
- Concessionary rate: This could be for part time, unemployed, those on benefit. Some groups offer two concessionary rates to distinguish between those people in part-time work and those people who are unemployed.
- Sponsored places: Some groups achieve funding to support those participants who can't afford to pay the fee or you could budget for 2 free places on each workshop. In some cases you will find that an agency will pay for a client as training or support.

Section 2: Organising an AVP community workshop

It can be difficult to forecast how much income each workshop will generate because it depends on which rate the participants pay. It is therefore always worth looking for donations or funding to subsidise the workshops.

6) Advertise:

People are looking for services like AVP workshops so make it as easy as possible for them to find you. Ways to advertise your workshops include:

- **Leaflets/posters:** Leaflets and posters can be sent to agencies and services in the area as well as in response to enquiries and for display at events and conferences. Regional groups have tended to produce individual publicity but AVP would like to move towards consistency in promotion and brand. If you are producing new regional publicity please include the AVP logo, the AVP website address and where possible use the AVP colours and brand from the website. Provide a contact number or email address that is not a personal contact; if you do not have a regional office please set up an AVP mobile or 0845 number so that the line cannot be traced to anyone personally.
- **Marketing contacts:** Please see ***Appendix 2.1*** for a list of marketing contacts that you can advertise AVP through. You will need to build up a marketing database of local contact details. You can then do targeted mail shots, making sure you keep a record of what you sent and when to ensure regular promotion.
- **Adverts in local papers/magazines:** You may want to advertise workshops in the local paper or magazines. Some local papers have free listings and your local CVS will have a magazine in which you can advertise at reduced rates. Please see ***Appendix 2.2*** for example adverts and posters.
- **E-bulletins to community groups**: As much as possible utilise free ways of promoting your workshops. Other agencies may have an email bulletin that they send out to members or staff, your local CVS will have an e-bulletin with events and training and you can send e-bulletins to people who have previously expressed an interest but not signed up.
- **AVP website:** The AVP website generates a large number of enquiries. In order to make the most of this resource please ensure that you give the AVP website address on all your letters and leaflets. Make sure that your local workshops are updated on to the list of workshop dates so participants can plan to attend and make enquiries.
- **Via agencies:** Attending staff meetings or local forums are good ways of networking. This will help to increase your referrals and your scope to work in partnership.

Please note that when a professional photographer, the press or an AVPB representative is taking pictures for AVP publicity you must:

- Inform participants that a photographer will be in attendance and ensure they consent to both the taking and publication of films or photographs by asking them to complete a consent form. Please refer to ***Appendix 6.1***.
- Ensure that the photographer wears their identification
- Ensure that the photographer has no unsupervised access to children or vulnerable adults.

There are additional guidelines when taking and using images of children and young people, please see the Child protection and vulnerable adults policy in ***Appendix 7.3.***

Section 2: Organising an AVP community workshop

7) Manage bookings:

Once you have advertised your workshop, people will contact you for further information and to book places. You need to have a system to respond to this in a professional way and the relevant forms to send out. Please use this system as guidance:

Incoming	Outgoing	Internal
• Receive workshop enquiry	• Send out standard letter, leaflet and booking form*. (By email or post) ***Appendix 2.3/2.4***	• Log the enquiry to follow up.
• Receive AVP booking form	• Send participant confirmation of booking and receipt of payment (by email/tel/mail based on their booking preference)	• Update a workshop spreadsheet with the participant details. • Update your accounts with the workshop fee. • Pay in the cheque.

*Please ensure that your booking form includes space to write what special needs participants have that will need to be taken into consideration at the workshop. You may need to follow this up if measures need to be taken to accommodate these needs.

8) Manage fees:

It is up to you how you manage the payments. Some groups will ask for an initial deposit then the final amount two weeks prior to the workshop. However, this increases your administration and also assumes that people book sufficiently in advance. You could request the whole fee up front but offer an option to stagger payments if necessary. Payment can be accepted by cheque (made payable to your local group), postal order or in cash on the day. Whilst accepting cash on the day gives you no financial guarantee that the participant will turn up, it does accommodate those participants that do not have access to cheques or for whom money is an issue. In order to make the workshops accessible, you need to offer a range of payment options.

Please note that on your booking form you should clearly state your **cancellation policy**. This will cover you against complaints or demands for refunds. The template in ***Appendix 2.4*** from AVP London states:

A full refund will be offered if you choose to cancel at least 14 days prior to the start of the workshop. No refunds can be given if you choose to cancel less than 14 days prior to the start of the workshop or if you are unable to complete the workshop.

If a participant does cancel at the last minute but would like to attend the next workshop instead, it is at your discretion to transfer this fee or to charge them again.

Section 2: Organising an AVP community workshop

9) Book travel and accommodation:

- **For facilitators:** In order to meet large expenses, your local group should have a bank account with a cheque book or a debit card facility. This enables local groups to pre book and pay for accommodation and transport. Not all facilitators will have sufficient funds to pay for hotel bills or train fares; be sensitive to this and always offer to pay for the cost in advance. When arranging accommodation, ensure that facilitators have somewhere comfortable to stay that is near the workshop venue and, where possible, the team are staying together as they may need to work together during the evening. You may find that other local facilitators offer to put up fellow AVP facilitators. Check whether your facilitator is happy with this; they may prefer a hotel or B&B where they can relax and be alone whereas others may be glad of the company.
- **For participants:** Your pre workshop information should provide sufficient detail for participants to find your workshop venue. Always include the full address, map and written directions from the nearest station/bus stop.

With regards to accommodation, unless your workshop is residential **AVP does not advise** you to arrange accommodation for participants. You may be putting facilitators, volunteers and their homes at risk by arranging for a participant you know nothing about to stay with them. You may want to provide a list of accommodation in the area as an alternative but please ensure that you include a statement to confirm that AVP does not recommend this accommodation and will not be liable for any issues that arise as a result of their stay.

10) Prepare workshop equipment:

You need to prepare a workshop kit box to include all the resources for games and activities as well as some handouts photocopied in advance. Please refer to ***Appendix 2.7/2.8*** for a standard AVP level 1 and level 2 kit list. Facilitators are asked to mark what they have used so that the kit is easily replenished and to identify anything that is missing so it can be improved for the next workshop.

Please note that NAG has produced standard AVP Britain certificates that all regional groups should use. These include versions for those participants that completed the whole workshop as well as those participants that attended a number of sessions. The most up to date versions of these can be found in the forum of the AVP Britain website.

11) Participant confirmation and follow up:

Some participants will need more encouragement and support than others. It is good 'customer service' to maintain communication with your participants and ensure that they have everything they need before the workshop. Recommended tasks and timeframes:

Time scale	Task
On receipt of booking	Communicate confirmation of booking
2 weeks before the workshop	Send out a pre-workshop information pack ***Appendix 2.5.*** This should include: - welcome letter with details of times, catering, facilitators and things to think about in advance - a map and directions to your venue
2 days before the workshop	Call each participant to check they have all the information they need and ask if they have any questions. This is an opportunity to reassure them as well as for you to confirm that they are still coming. If you have an AVP mobile phone, you can send a text reminder to those with mobile numbers. This is a non intrusive way of getting in touch but doesn't give them the opportunity to ask you anything. It can be an effective way of reminding people and giving them a contact number.

Section 2: Organising an AVP community workshop

At the workshop: Whilst facilitators will deliver the workshop, the local group and coordinator have important roles in supporting the facilitators and the participants.

12) Carry out a risk assessment:

Everyone has a duty of care to other people with whom they come in contact. This is particularly important for those in a position of leadership or responsibility. There is a legal duty on employers to carry out risk assessments, which must be in writing where there are five or more employees. It would be hard to argue that the duty of care had been properly exercised if we were not equally systematic when dealing with volunteers (i.e. both facilitators and participants in workshops). Regional coordinators must ensure a risk assessment is carried out before the workshop. The purpose of a risk assessment is to identify possible causes of harm and measures that can be taken to avoid them. A risk assessment form should be completed for each activity taking place identifying the risk, a judgement on the severity and likelihood of the risk and measures taken to minimise the risk. Some of the risks will be common to most AVP workshops but it is important for each organiser and each team to give time to considering whether there is some special feature, the location or the people expected which adds to the risk on that occasion. It is in the nature of an AVP workshop that we cannot eliminate all risk - but we should do our best not to be taken by surprise. The risk assessment is not intended to become an extra burden but it is a helpful way to ensure that all AVP activities are well considered in terms of safety and carry the lowest risk possible. For further guidance on completing risk assessments see notes and example ***in Appendix 2.6*** or contact the training group.

13) Team building:

The facilitators need time and space to team build and plan before the workshop. They usually meet at 3pm for a weekend workshop and it is helpful if this can take place at the venue. Before the facilitators get on with their work it is important that the coordinator or workshop leader has a talk with the team to go through:

- **Kit box:** What materials/handouts are available, what forms (evaluation, follow up) need to be given out, is there anything else they need?
- **The venue:** Are there any instructions about the venue? Make sure facilitators know where the fire escapes are, where all the facilities are and if there are any instructions around the security of the building during the workshop. Ensure that the facilitators have a sign in sheet to account for everyone at the workshop.
- **Facilitators' expenses:** Do they need any petty cash in advance? If not, give out the expense forms and make sure they are clear what AVP will cover for lunch/evening meals. For expenses limits, please refer to the AVP Britain expenses policy in ***Appendix 7.8.***
- **Participants:** Are there any participants with special needs that the team need to be aware of? Can you tell the team anything useful about the age range, expectations or needs of participants?
- **Mentoring:** Confirm that all the facilitators have a mentor they can go to after the workshop for support. Check whether the team have facilitator log books to record any new ideas or questions that might come up at the workshop.

Depending on your catering provision for the workshop, you may need to feed your facilitators an evening meal so make sure they are aware of this and factor this in to their timings.

Section 2: Organising an AVP community workshop

14) Setting up the venue:

Coordinators or workshop leaders will need to ensure that the rooms are set up and ready for the workshop. This includes clearing tables out and setting up chairs in a circle for the participants and ensuring that there is a clean space for any food or refreshments. Ensure there is a flipchart stand and paper available.

Please take care when moving furniture and workshop equipment. Do not put yourself at risk by attempting to lift heavy loads which could be divided into smaller quantities and always seek the assistance of other people to help you move large quantities or to lift heavy and awkward loads. If you feel any strain, stop immediately to prevent serious injury.

15) Welcoming participants:

When participants arrive it is important that someone is there to greet them, show them where the facilities are and put them at their ease. The facilitating team may be busy writing up agendas or planning so it is useful to have a volunteer or your local group coordinator to welcome participants. You may also need to collect outstanding workshop fees or give receipts and these practical details should not be left to facilitators. Please remember that for some participants, attending an AVP workshop can be a big challenge. They may not have done any group work before or know what to expect, they may be attending as a way to resolve a big issue in their lives or they may not be comfortable meeting new people. The workshop should start from the minute the participants enter the room, we should communicate with them, make them feel welcome and answer any questions they might have. It is therefore preferable that the facilitators finish their teambuilding and planning before the participants arrive and be ready to interact with the group and introduce themselves. It is off-putting for participants to see the facilitators preparing before the session or sitting in a group – we need to start building our AVP community from the start.

16) Confidentiality:

Please note that at the beginning of any workshop the following confidentiality policy must be explained to participants:

All information shared in **all workshops** is kept strictly confidential unless a facilitator believes:

- there is a real possibility of anyone being at risk of serious harm.
- if they have any suspicion that any child or vulnerable person is at risk.

Reporting Disclosure:

If an individual indicates that he/she is being abused or information is obtained which raises concern of any current abuse, action must be taken. These disclosures and any serious incidents that take place in the workshop will require a full written report of the incident. Ask your facilitators to make a note of what was said, using person's own words. Note the date, time, any names that were involved or mentioned and who the information was given to. Make sure this is signed and dated. If the person concerned was referred by an agency, you will need to contact their support worker. If the person came independently, you will need to contact the relevant authorities:

- For child abuse contact child protection leader at local Social Services
- For vulnerable adults at risk contact vulnerable adult leader at local Primary Care Trust
- For any risk of serious harm or crime contact the local police

It is not your responsibility to decide whether abuse is occurring, but it is your responsibility to act on any concerns by reporting suspicions that have been raised. If you are unsure, contact the authorities above for further guidance.

Section 2: Organising an AVP community workshop

17) Catering:

Different groups cater for their workshops in different ways and a lot will depend on what facilities are available at your venue, what help you have and what your budget is. Please note that if you are catering for your participants, you will need a section on your application form to specify dietary requirements.

Ways you can cater:

- Participants eat before they arrive on Friday
- Source a caterer to provide a light meal or sandwiches
- Bring and share lunch on Saturday and Sunday (participants bring food – either for themselves as a packed lunch or to share, as agreed at the first session)
- If you are having an evening session, you will need to provide an evening meal
- If your venue is near a local café, you can ask for lunch to be put on there and take the group out of the venue. This is a good way to avoid clearing up and to give a clear time away from the workshop for socialising.

Refreshments: There should be basic refreshments available throughout the workshop such as tea, coffee, squash or juice, sugar and fresh milk. It is useful to have biscuits and a bowl of fruit available for snacking at break times.

What you need to think about when deciding how to cater:

- **Clearing up:** For any of your meals, whether bring and share or catered, you will need to clear up afterwards. Can this be agreed to be done by the participants or will you need a volunteer to help over the weekend? Or is there any way to avoid this, by using disposable equipment or having lunch at a café or local venue?
- **Timings:** If participants are bringing lunch to share then you can be flexible with meal times. If the food is being delivered by a caterer, you will need to be ready to receive the delivery and if it is hot food, to serve it straight away.
- **Food hygiene and safety:** If you buy in food from a caterer or sandwiches from a supermarket, the food will have been prepared in a kitchen that meets health and safety regulations and by someone who is qualified in food hygiene and preparation. In this case, if a participant was to be ill as a result of the food, as long as you had stored and served the food appropriately, then the responsibility would lie with the supplier and any compensation claims would go directly to them. If you are using a volunteer to produce food then AVP or that individual would be liable for any claims. Especially where food has been produced in a standard kitchen or by someone with no training, AVP or the individual could be prosecuted. **To avoid any potential liability** on AVP or your volunteer, AVP recommend buying in food from a supplier whether that be a caterer or a supermarket. AVP ask that groups **do not cook meals or reheat food** to serve to participants.

Section 2: Organising an AVP community workshop

Where you are serving or storing food that you have bought in or producing basic food please ensure staff/volunteers follow these simple guidelines:

- **Personal hygiene:** Wash hands thoroughly using warm water and liquid soap, rinse and dry on a clean towel or a hand drier before handling any food. Wear clean clothes and an apron or protective garment. Cover any cuts or sores with waterproof dressing and avoid wearing jewellery or false nails which might fall into the food.
- **Food handling:** If you are receiving food from a supplier, check it is what you ordered and that the packaging is undamaged.
- **Temperature control** is essential to keep foods safe: Chilled food must be kept at or below 8℃ and hot food must be kept above 63℃
- You must **store food** correctly to keep it safe. Don't overload the fridge as this will hinder the circulation of cool air, ensure that ready-to-eat food is separated from any raw food and ensure everything is stored in a sealed container. Never serve any food at a workshop that is past its use by date.
- Contamination can easily occur during **food preparation**. Observe good personal hygiene and ensure that your equipment and surfaces are cleaned thoroughly before use. Use different utensils and surfaces for ready to eat food and raw food. Where possible, avoid unnecessary handling of food, using tongs or plates instead.

For more detailed guidelines please contact the Food Standards Agency (0845 606 0667 or by email foodstandards@ecgroup.uk.com) or your local environmental health department. Details can be found on your local council website.

18) Signposting:

Some of your participants may require further support following the workshop and it is important that you can direct or 'signpost' them on to further help. AVP facilitators are not qualified to signpost individuals to tailored provision but by providing a list of resources, we ensure that those seeking further help have the tools to do so. Coordinators should produce a list of agencies and advice lines that people can use to access further help. Facilitators are not permitted to promote their personal services such as counselling sessions or other workshops. National support includes:

Agency:	How they can help:	Contact details:
Relate	Offers relationship counselling and support	www.relate.org.uk
Supportline	Offers confidential emotional support by telephone/email/post and has details of counsellors and support agencies	www.supportline.org.uk 020 8554 9004
Everyman Project	Helps men to reduce their violent behaviour	www.everymanproject.co.uk 0207 263 8884
Refuge	A national charity for women and children experiencing domestic violence	www.refuge.org.uk 24 hour helpline: 0808 2000 247
Victim Support	Helps people effected by crime	www.victimsupport.org
Samaritans	Offers confidential emotional support	www.samaritans.org 08457 90 90 90
British Association of Counselling and Psychotherapy	Hold details of local registered counselling services	www.bacp.co.uk
Parentline Plus	Offers advice, support and workshops for parents	www.parentlineplus.org.uk 0808 800 2222

You may also want to provide a further reading guide. Please see ***Appendix 2.9*** for an example.

Section 2: Organising an AVP community workshop

After the workshop:

19) Reporting:

Anything shared during an AVP workshop is confidential. However, occasionally you may be asked by a participant or an agency supporting a participant to supply a report or feedback on their participation during the workshop. Because of AVP's strict confidentiality policy and the difficulty in giving objective feedback on participants' progress, make it clear that you can only provide a report on the workshop content and the participant's level of participation. Make sure you inform the facilitators that a report needs to be completed on particular participants and provide them with a template report to complete. A copy of this can be found in ***Appendix 2.10***.

20) Monitoring and evaluation:

At the workshop, each participant should complete an evaluation form with monitoring statistics as well as an expression of further interest form. Facilitators should also complete a team evaluation. These should be returned to you within 2 weeks of the workshop.

a) **Participant evaluation forms:** The questions you ask in the evaluation form are to help your regional group improve levels of service as well as getting feedback on the content and delivery of the workshop to improve standards. The questions do not have to be the same in each region but the questions do need to be relevant to your area. Please refer to ***Appendix 2.11*** for sample forms. It is important that all regions are using the same monitoring categories so that we can compare who we are working with nationally. ***Appendix 2.11*** uses census categories; please ensure you are using these on your evaluation forms.

b) **Further interest forms:** Again, these do not have to be consistent across the regions as the type of questions you ask and help you request may be different. The main questions to ask are whether people are interested in doing further workshops and do they want to receive mailings; the rest of the questions can be specific to your needs. Please see ***Appendix 2.12*** for a sample form.

c) **Facilitator evaluation:** The facilitator evaluation forms are collated nationally so it is important to keep the questions consistent across the regions. However, for new formats or projects you may wish to include additional questions to help you develop that project. For the standard form refer to ***Appendix 2.13.*** It is also useful to have a telephone conversation with each member of the team to discuss any concerns and get additional feedback.

d) **Using the information in your region:** Unless you are using the information you are collecting, then it is not worth asking for it! Think about what you can do to respond to the information you get back and how it can help you to improve the workshops next time. This includes:

- Monitoring: After each workshop use your monitoring data to assess who attended. If your group is not diverse in terms of age, gender and ethnicity you may need to think about new ways of marketing your workshops such as through universities, women's or parents groups and ethnically specific support groups. You will also need to consider who your facilitators are and how you can ensure that your team reflects the groups you are working with.
- Set up: What was the feedback around the organisation of the workshop? What can you learn from this to improve the next workshop? Participants tend to give feedback about times, catering and venue – make sure you keep a note of this and plan your future workshops in accordance with this feedback.
- The programme: We often ask what did participants enjoy and find useful, feedback needs to be passed on to facilitators so they can consider when it is appropriate to use certain exercises. It is also useful if the agenda and facilitator evaluation is passed on to the next team so they can learn from the feedback. Particularly with new projects, this helps subsequent teams to understand any potential challenges or issues and ensures that we are always learning from our experiences.

e) **Using the information nationally:** After each full workshop, every region is responsible for passing particular information on to AVP Britain to be collated nationally. This includes:

a. Facilitator evaluation
b. Agenda as delivered
c. Names of participants who completed the workshop
Please ensure these are forwarded promptly after the workshop.

f) **Website record:** A full list of workshop dates is available on the public pages of the website. If your workshop was cancelled, please ensure you remove it from the list. If the workshop went ahead, ensure that it is recorded on the site and that you have included which facilitators delivered the workshop. This helps AVP to build a facilitator history. Please see ***Section 6*** on the AVP website for details of how to upload your dates.

21) Pay expenses:

Ensure that all the facilitator expenses are paid promptly. Record these payments in your accounts and workshop budget sheet so you can calculate workshop income, expenditure and surplus. Agreed expenses are outlined in the AVP Britain expenses policy (***Appendix 7.8***) and it is useful to highlight these on your expense form; see ***Appendix 2.14*** for a template form.

22) Manage participant data:

Each regional group needs to have a system to maintain participant records. We can then track those who go on to a level 2 or TforF as well as maintaining a contact database for targeted mail shots regarding forthcoming level 2 or training workshops. When devising a system to maintain participant records, you need to consider the data protection guidelines. We recommend:

- Using your booking forms to specify the data protection policy and receive signed agreement e.g.:
  In accordance with the Data Protection Act, I agree that my information may be held on file for the legitimate purposes of AVP Britain. It will not be supplied to any other organisation.
- Using further interest forms to give participants the option of signing up to a mailing list. If they would like to be on the mailing list you can contact them with news and updates. If they do not agree to be on a mailing list, you can keep their details as a record of what workshops they have attended but do not enter into any further correspondence.
- Reviewing your contact database regularly. If you have not had any response from mailings or workshop invites in 2 years, remove the participants' contact details from your database. You may still keep their name and workshops attended in case they later request to attend a level 2 but there is no legitimate reason to retain their contact details.
- If you are maintaining paper records, these need to be stored in locked cabinets and, as above, reviewed regularly so that records are not kept for longer than 2 years without legitimate reason.

23) Participant follow up:

There are a number of reasons why you should follow up your workshop participants and ways to go about it:

- **Undertake further evaluation:** You could ask them about how the workshop has impacted on their daily lives or what long-lasting effects it had. This could be via telephone interview or paper questionnaires.
- **Give more information:** Were there any handouts or follow-up information that participants would find useful to receive?

Section 2: Organising an AVP community workshop

- **Market your level 2 or TforF workshops**: Those participants that have taken part in a workshop are 'warm' contacts. They already know about AVP and may have expressed an interest in staying involved. You could send them an email reminder or letter with details of forthcoming workshops.
- **Building an AVP community:** Keeping people informed and up to date with a local newsletter.
- **Fundraising:** Are you holding an event or do you need sponsorship? Former participants may want to support AVP in this way or may be able to pass on details to other friends and contacts.

Section 2: Organising an AVP community workshop

Section 3: Workshops in partnership

Introduction to workshops in partnership:

What is a workshop in partnership?

AVP is starting to develop more workshops in partnership. These workshops are developed with another organisation, delivered at their venue for their client group and tailored to be accessible and appropriate to that group. Unlike community workshops which are open to anyone, workshops in partnership tend to be delivered to a particular group of people who may already know each other through the organisation's other services.

What are the benefits of working in partnership?

- By working in partnership, AVP is able to reach a wider audience and often those that have been excluded from mainstream services.
- Working in partnership provides an established group of participants to work with.
- Delivering workshops in partnership can be an opportunity to raise funds as the organisation will often pay for the service.
- These workshops help to generate more awareness of AVP, particularly amongst staff and that can be beneficial for future referrals to community workshops.
- Workshops in partnership provide the opportunity for facilitators to develop their skills in working with a particular client group e.g. homeless/parents/people with mental health problems.
- Can be an opportunity to promote facilitator training and develop a long term in-house programme.

How are workshops in partnership established?

There are three main ways that workshops in partnership can be established:

- **AVP led:** In some cases, AVP groups will set objectives of who they want to work with and what particular groups they want to reach. From these objectives the group will explore strategic partnerships with other local organisations by promoting AVP services and offering free tasters.
- **Organisation led:** AVP are receiving more requests from organisations wanting to establish an in-house programme. They find out about AVP via the website or from recommendations and will contact a regional group for more information and a project proposal.
- **Community partnership:** AVP groups have also been involved in community partnerships. These may involve a number of organisations and be part of a community wide scheme of safety or healthcare. These workshops are often funded by statutory bodies such as the NHS or police.

Some examples of AVP workshops in partnership:

- **Doncaster Mind:** Workshops are held at Doncaster Mind centre with referrals from Community Mental Health Teams, GPs, Social Services and solicitors being accepted and coordinated by Mind.
- **Bradford University:** Workshops are coordinated through the Peace Studies Department with all publicity and bookings being dealt with by the student liaison officer.
- **Acorn House:** AVP London worked in partnership with the Spitalfields Crypt Trust that runs a residential project, Acorn House, for recovering alcoholic men who have been homeless. AVP workshops were delivered to the residents at the house.
- **Hackney Youth Project:** AVP was involved in a wider scheme of summer diversionary activities coordinated by Hackney Police Safer Communities Team. The police introduced AVP to other community stakeholders and supported access to local funds.

Section 3: Workshops in partnership

How to organise a workshop in partnership:

This part of the handbook will give you guidance on how to set up a workshop in partnership. It is split into three sections:

1. Establishing the partnership
2. Coordinating the workshop
3. After the workshop

AVP partnership workshop check list:

Step	Task	Handbook page reference	Tick when completed
Establishing a partnership:			
1	Responding to enquires	Page 29	
2	Preparing a project proposal	Page 29	
3	Arrange a meeting and needs analysis	Page 29	
4	Identifying responsibilities and preparing a contract	Page 30	
Coordinating the workshop:			
5	Provide pre workshop information	Page 31	
6	Coordinate a facilitator team	Page 31	
7	Address and special needs	Page 31	
8	Confidentiality	Page 32	
After the workshop:			
9	Evaluation	Page 33	
10	Next steps meetings	Page 33	
11	Reporting and discussion	Page 33	

Section 3: Workshops in partnership

Establishing the partnership:

1) Responding to enquiries:

First impressions are important so make sure that all enquiries are dealt with in a prompt, professional manner. Most enquiries from other organisations will come via the website by email or by telephone. At this stage it is important to establish what they do and who their clients are, what kind of help they are looking for and what initial ideas they have around the format of delivery. The first enquiry is your opportunity to sell AVP so even if they ask for something you can't offer, it is worth pursuing the contact as you may be able to persuade them to accept a different service, build links for community workshop referrals or enhance your reputation through word of mouth.

2) Preparing a project proposal:

Once you have had an initial discussion by telephone or email, it is useful to send your contact a project proposal. This includes:

- Your contact details
- Background: a section on what AVP is and accompanying publicity materials
- Length of workshop and how you could deliver it: Do you have available facilitators to run weekly sessions or would it have to be at the weekend? What is the shortest/longest session you will offer?
- Number of participants: How many participants will you be able to work with and who is it open to?
- Equipment and organisation: What you will provide and what they will have to organise
- Notice needed to arrange a workshop: Give them a timeframe.
- Cost: At this stage you can give a definite cost or specify a range which would be decided upon based on the delivery method and number of hours requested
- Outcomes: What are the outcomes of an AVP workshop for their clients and their organisation?

Please see ***Appendix 3.1*** for a sample project proposal which you would send out to your contact with relevant materials and publicity.

3) Arrange a meeting and needs assessment:

Once the organisation has discussed your project proposal, they may wish to arrange for you to come in and discuss the arrangements or they may do this over the phone. Where possible it is useful to have a meeting so you can check the workshop venue and consolidate relationships with staff. You will need to get information from them as well as deciding how you will deliver and coordinate the workshop. Typical queries include:

- Logistics: What are the start times/finish times, will refreshments be provided at breaks?
- What is the group size/age ranges? How will the participants find out about AVP or be supported to attend?
- Do the group have any special needs or are there any particular issues to be aware of?
- Staff role: Will staff be present at the workshop? How will staff support the participants' learning?
- Materials available: What is available at the venue and what will need to be provided?
- Requirements for facilitators: Do they need CRB checks?
- Roles and responsibility: If clients are disruptive or choose to leave, what role do facilitators have to deal with this?
- Advertising: What is the best way to promote the workshops? What information do they need?
- Cost: Based on your delivery method, what are your charges and how will you invoice?
- Voluntary participation: How can you ensure the participants will be attending as volunteers?

Section 3: Workshops in partnership

One problem that can arise when working in partnership is ensuring a sufficient number of participants that are committed to attending the full workshop. Discuss solutions to this with your project partner but be aware that you may need to factor in a financial proviso for compensation if the workshop cannot go ahead due to low attendance.

4) Identifying responsibilities and preparing a contract:

From your meeting or discussion you will be clear who is responsible for organising and providing what. You may wish to formalise this into a contract; please see ***Appendix 3.2*** for a sample contract.

Section 3: Workshops in partnership

Coordinating the workshop: Preparation and planning is crucial to the success of your workshop. Particularly as you are working with another organisation, you need to be organised and efficient to ensure they have a good experience of working with AVP.

5) Provide pre-workshop information:

Unlike a community workshop where participants may have actively sought a service like AVP, clients of another organisation may know nothing about AVP or what a workshop involves. It is important to provide pre-workshop information to staff and also to potential participants. This can be in the form of an extract for a newsletter or information letter, a poster or leaflets to distribute. Where members of staff are key or support workers of the clients it is really useful to meet and talk to the staff at a team meeting so that they can explain more about the workshop during their time with clients or signpost particular people to attend. It is always beneficial to involve staff in the process as a means of supporting clients to attend.

6) Coordinate a facilitator team:

When coordinating a facilitator team for a partnership workshop, you need to consider the following:

- **Requirements:** Are there any requirements regarding CRB checks for work with young people or vulnerable adults? Some organisations will require a CRB check from your own organisation; others will accept CRB checks done for another role. Confirm the requirements of the organisation you are working with and find out which facilitators are already CRB checked or if there is sufficient time to obtain AVP checks for facilitators. AVP is registered to apply for CRB checks, and as facilitators are volunteers there is no charge for the check, just a small administration fee. Please contact AVP London for details of how to apply for a CRB check for AVP. If you are working with young people, please refer to the AVP Britain child protection and vulnerable adults policy for guidance (***Appendix 7.3***)
- **Communication and presentation:** Facilitators delivering new workshops with other organisations have a crucial role in the successful development of that project. Are the facilitators you select good communicators, can they give a positive image of AVP to someone who has never heard of AVP before? Is their conduct professional and appropriate? Do they share the ethos and scope of AVP that you have presented to your partner organisation?
- **Experience:** If the workshop is likely to be particularly challenging or is designed to be responsive to the needs of the group, then it is important to have experienced facilitators with a good grasp of the materials and the ability to be responsive.
- **Flexible approach:** Some facilitators are not comfortable delivering workshops in new formats or in new ways. Make sure when you offer the project to facilitators that you are clear what this will involve and if there is anything new or different that is being trialled. This will enable facilitators to opt out if they are not able to work in this way.
- **Diversity:** Does the team reflect the group you are working with?

7) Address any special needs:

When working in partnership you may find that you have to deliver the workshop in a different way. For example you may deliver 3 - hour weekly sessions over 6 weeks or 3 full days over 3 weeks. When working in this way, you may find that you need to consider how to maintain momentum and community. This could be achieved by:

Section 3: Workshops in partnership

- **Buddy system:** Develop a buddy system where each participant has a partner for mutual support between sessions. A buddy could call or text check their partner is attending the next session, give reminders, help build a social connection and be a friendly face at the workshop.
- **AVP portfolio:** After each session you may want to write up the flipcharts and give them out as handouts the following week so that participants build up an AVP portfolio. They can then take these away and refer to them during the week as well as having something to take away at the end.
- **Session by session agenda:** Provide a session by session agenda so that participants have a clear idea of where the workshop is going, what areas they will be working on each week and how they will move forward.
- **Homework:** Organising homework and revising at the beginning of each session by drawing on experiences between sessions.

8) Confidentiality:

Find out your partner organisation's confidentiality policy and whether they have any procedure for reporting incidents. Please note that at the beginning of any workshop the following confidentiality policy must be explained to participants:

All information shared in **all workshops** must be kept strictly confidential unless a facilitator believes:

- there is a real possibility of anyone being at risk of serious harm
- if they have any suspicion that any child or vulnerable person is at risk

Reporting Disclosure:
If an individual indicates that he/she is being abused or information is obtained which raises concern of any current abuse, action must be taken. All incidence of disclosure that occur during an AVP workshop will be reported to the regional coordinator. Any serious incidents will require that you make a full written report of the incident. Ask your facilitators to make a note of what was said, using person's own words. Note the date, time, any names that were involved or mentioned and who the information was given to. Make sure this is signed and dated. It is not your responsibility to decide that abuse is occurring, but it is your responsibility to act on any concerns by reporting any suspicions that have been raised. Any incidence of disclosure that occur during partnership workshops must also be reported to the appropriate member of staff at the partner organisation; they will advise you on next steps.

Section 3: Workshops in partnership

After the workshop:

9) Evaluation: There are three types of evaluation for these workshops:

a) **Participants:** You may need to amend the standard participant evaluation form to be suitable for the participants. It is good to phrase some of the questions in terms of thinking about future workshops for more people at the organisation; this helps to put questions into context. Please refer to ***Appendix 3.3*** for an example evaluation form used at Southwark Mind.

b) **Staff:** As well as feedback from participants, it is useful to get some feedback from staff both around the organisation of the workshop and about things they have picked up in terms of feedback. Often participants won't write very much on a form but will talk to their key worker about the workshop – we need to access this feedback as well. Please see ***Appendix 3.4*** for an example staff evaluation form.

c) **Facilitators:** As with the community workshops, the facilitator team will need to complete a team evaluation. As well as standard questions you may find it useful to include additional questions around how it was delivering workshops in this way, in this setting and for this client group. It is important to get as much feedback as possible to help you develop the programme in an appropriate way. It is also useful to have a quick telephone conversation with each member of the team to discuss any concerns.

10) Next steps meeting:

Once you have collated your feedback from staff, facilitators and participants it is good practice to arrange a meeting or telephone discussion with your contact member of staff to review the workshop and discuss how you might work together again. This is your opportunity to discuss any issues that arose, work through any problems and plan any future workshops. Not every partnership will be long term, some organisations may only want a workshop every year or may decide it is not for them. If this is the case it is worth finding out why and if you can learn anything that might help you develop future partnerships. In some cases, you may feel that the organisation is not suitable to work with and this needs to be communicated clearly.

11) Reporting and dissemination:

It is important to build the collective memory of AVP and also disseminate lessons learnt and good practice within the organisation as well as reporting back to partners and funders.

- **Internal reporting:**
  - If you have experimented with a **new format** of workshop delivery, you may want to circulate feedback and agendas to other teams of facilitators or coordinators working in this way. You could put them on the AVP forum for easy access.
  - If you worked with a **particular client group,** can you put together any guidance for working with this group for future workshops (particularly around working with people with mental health problems or on medication)?
  - What did you learn as a region from the partnership and the workshop? Is there anything that might help another region, any **new forms or advertising** that you can share?
- **External reporting:**
  - Depending on the workshop and the partner, you may want to put together a **project report** and the **outcomes** from the feedback. This will provide a record of your work to the organisation and help them in their decision to work with you again. It may also help them to access funding to support further work like this in the future.
  - A project report is also useful to send to your funders as an example of new project activity and work in partnership which is seen very favourably.
  - With the partner organisation's agreement, you may want to submit a review of the workshop to the **local press**. The organisation may have an **internal magazine or newsletter** to which you could submit an article and photographs.

Section 3: Workshops in partnership

Section 4: Prison workshops

Introduction to AVP prison work:

About prisons and prisoners in the UK: At the end of 2007, the British prison population was 88,633. 95% of this population is male, predominantly young and serving relatively short sentences. Over 90% of offenders have either mental health and/or substance abuse problems and literacy and numeracy levels amongst prisoners are often low.

The prison system in Scotland is separate from that in England and Wales and differs in many significant respects. The specific details mentioned in this section apply to prisons in England and Wales but the general advice given is relevant to work in Scottish prisons too.

There are 143 prison establishments in England and Wales categorised into:

Adult males: Offenders are classified according to their sex, age and offence. Generally male offenders over 21 are sent to local prisons in the first instance. Those serving short sentences complete them in a local prison but those with longer sentences are transferred to a 'training' establishment. These are designated according to the degree of security they provide:

- **Category A** (often known as 'dispersal' prisons) are maximum security establishments for those offenders considered the most dangerous or those most likely to escape.
- **Category B** and **Category C** prisons correspond to intermediate levels of security.
- **Category D** are open prisons and are for offenders who do not present any escape risk.

Young offenders: Male offenders under 21 will be allocated to Young Offender Institutions which may be a separate prison or part of an adult prison. Offenders aged 15-17 (juvenile offenders) are the responsibility of the Youth Justice Board (YJB) and may be held in separate accommodation for juveniles. Alternatively they may be placed by the YJB in LASU (Local Authority Secure Units) or Secure Training Centres.

Female offenders: There are a growing number of women offenders. Women's custody is less rigorously segregated than men's prisons; women's prisons are 'Open' or 'Closed' depending on the degree of risk posed by the women imprisoned. Young offenders and juvenile offenders are kept separately from adult offenders. Remanded women are also housed in women's prisons. Women offenders have particular needs that cause great concern partly due to the impact of their custody on family members.

Scotland classifications: There are 16 prison establishments in Scotland and they range in size and type. Prisoners are generally classified by gender, age (those aged 21 and under are classified as young offenders) and length of sentence (those sentenced to four years or more are long-term and others short-term). Prisoners are also assessed for their risk to the public, with those in higher risk categories being held in higher security conditions. The prison system in Scotland is separate from that in England and Wales and differs in many significant respects. The specific details mentioned in this section apply to prisons in England and Wales but the general advice given is relevant to work in Scottish prisons too.

Section 4: Prison workshops

About AVP work in UK prisons:

AVP started work in British prisons in 1992 and has worked in over 30 prisons across the UK. During this time courses have been delivered for male and female prisoners, prison staff and young offenders. Prison Service Order 4350 - Effective Regime Interventions requires all external interventions like AVP to be formally approved by the Prison Service before programmes can be run within any prison establishment. This helps the Prison Service to maintain best practice and minimum standards for external organisations carrying out prison programmes. In 2007, AVP workshops were approved at HMP Brixton and HMP Shepton Mallet.

About the AVP prison affairs group (PAG): The AVP Britain prison affairs group is responsible for overseeing all AVP projects run in British prisons. PAG devises the national prison work strategy and supports the prison project coordinator and regional groups to implement and deliver this strategy. PAG supports the regions by:

- **organising facilitator training** in working in prisons
- **sharing good practice**, through the development of the regularly updated AVP facilitator handbook
- supporting, developing and reviewing all AVP prison **business cases and funding applications**
- offering financial support through the **prison start-up fund**
- interpreting and **circulating information about prison service policies** that affect AVP
- acting as a **forum for discussing AVP's approach to prison work**
- overseeing the maintenance of prison work sections of the website
- **raising the profile** of AVP within the prison service, the Scottish prison service, National Offender Management System (NOMS) and the third sector.

Local groups in England and Wales can also access support from CLINKS, an independent group supporting community groups working in prisons (call 01904 673970 to find your area representative) or the Prison Service VSC area office can be a useful point of contact (call 0207 0350210 for your local representative).

Note: The Prison Service increasingly use the term 'offender' when referring to convicted prisoners. The words 'inmate' and 'outmate', whilst still widely used within prisons, are regarded by the Prison Service as out-dated, non-inclusive terminology. Whilst prisoners may have their own opinions about which terms they feel most comfortable using, please be aware of your use of language when communicating with prison staff.

Section 4: Prison workshops

How to organise a prison workshop: This part of the handbook will give you guidance on how to set up a workshop in a prison. Wherever possible sample forms are included to use as templates, and guidance is given from PAG and the prison project coordinator in line with the national strategy.

AVP prison workshop check list:

Step	Task	Handbook page reference	Tick when completed
Setting up a new prison project:			
1	Asses prison suitability	Page 38	
2	Respond to enquires	Page 38	
3	Meet with prison staff	Page 38/39	
4	Prepare a contract	Page 40	
Coordinating the workshop:			
5	Liaison manager induction	Page 41	
6	Security clearance training	Page 41	
7	Provide pre workshop information	Page 41	
8	Coordinate a facilitator team	Page 42	
9	Arrange sign up and monitoring	Page 42	
After the workshop:			
10	Provide further support for prisoners	Page 43	
11	Evaluation	Page 43	
12	Reporting back	Page 43	
13	Disseminating good practice	Page 44	
14	Next steps meeting	Page 44	

Section 4: Prison workshops

Setting up a new prison project: Regional groups coordinating prison workshops need a lot of patience as setting up AVP programmes in prisons can take a long time. Building a good relationship between AVP and prison staff is vital and is usually established by running workshops over an extended period to show that our organisation is reliable and has something worthwhile to offer.

1) Assess prison suitability:

Your regional group may decide to develop prison workshops or you may receive a request from a prison in your area. AVP receives many requests for work in prisons and there may not be sufficient facilitator capacity to work with them all. The following criteria to assess a prison's suitability has been developed based on past experience and designed to ensure an effective outcome for both AVP and the prison. In accordance with the 2007 PAG strategy, wherever possible a prison should:

- be interested in experiential group work on conflict and/or AVP
- have a reputation for, or willingness to, work well with volunteers
- keep offenders long enough to sustain a rolling programme so prisoners get maximum benefit
- have a liaison officer with whom AVP can have a continuing and constructive relationship
- have funding, or be willing to lead applications for funding
- have sufficient staffing resources to support the project
- have a suitable venue for workshops to take place

Your region should have a dedicated coordinator who can sustain effective liaison and build a sustained relationship with the prison.

When considering setting up a new prison project, use the prison liaison sheet 1 ***(Appendix 4.1)*** to assess whether a prison is suitable. Your completed form should be sent to the PPC. If the prison is found suitable for work with AVP, your regional group will receive support from PAG in setting up and coordinating the new project. This will include support in writing business cases and contracts, support for less experienced facilitators and advice on best practice.

2) Respond to enquiries:

Some enquiries will come via the website or through contacts made by the PPC. The PPC will inform regional coordinators of all enquiries received centrally from prisons in their regions and work with them to respond to the enquiry. Similarly, regional coordinators should inform the PPC of any new prison enquiries in the region. There is a standard AVP prison information pack and letter of recommendation for regional groups to send to prison staff in response to enquiries, please see ***Appendix 4.2***. This pack is also available for staff to download directly from the prison page of the AVP Britain website.

3) Meet with prison staff:

All prisons are now obliged to have a designated voluntary sector coordinator (VSC) who can be a good point of contact. However, in some instances, entry may also come from other departments such as education, sentence planning, chaplaincy, resettlement, violence reduction or psychology. Staff turnover and movement can be high so it is good practice to make contact with a number of key staff at an establishment.

When you arrange your first meeting with the prison, the following areas should be considered. Use the prison liaison sheet 2 (refer to ***Appendix 4.1***) to help assess these. This process will help to highlight any potential pitfalls prior to implementation and setting contracts. The form should be completed as part of the initial visit to the prison and a copy forwarded to the PPC.

Section 4: Prison workshops

- **Sign up/targeting offenders:** If AVP workshops are going to be open to any prisoner, the prison need to ensure that prisoners find out about the workshops and are encouraged to attend. In some cases, the prison may suggest that particular prisoners be targeted to attend. You will need to discuss this process with prison staff and may want to ask:
  - Will particular offenders be targeted to attend AVP workshops? If so, who will be targeted and how will they be supported to attend a workshop?
  - What suggestions do staff have to encourage sign up? What is the most effective way to promote AVP?

- **Programme scale**: AVPB advocates that for participants to gain maximum benefit from AVP, wherever possible a rolling programme of workshops which includes level 1, level 2 and training for facilitators (TforF) should be accessible in prisons that have an AVP programme.
  - Is a rolling programme feasible?
  - How many workshops and at what level are proposed per year?

- **Funding**: There are a number of ways that prison projects can be funded:
  - PAG encourages local groups to seek funding in the first instance from the prison. The cost of prison workshops has risen in the past 10 years from about £300 to about £900. It is now suggested that the fee should start at £1000 per workshop.
  - PAG has a small prison start-up fund, which local AVP groups can apply to for new work in prisons in their area (see ***Appendix 4.3*** for details of the application process and application form).
  - Any applications for external funding should be led by the prison or in partnership with the prison. This will add weight to the application and ensure that the prison values AVP and is committed to the partnership agreement.

You will need to discuss how the project will be funded and agree a strategy. If you are applying for external funding, this may affect how quickly the programme can start.

- **PSO 4350 accreditation:** Prison Service Order 4350 (Effective Regime Interventions) requires any external interventions be approved before the programme can be run in a prison establishment. The prison project coordinator has a template business case and can help regions in putting together an application if they are required to submit a proposal. Ask the prison:
  - Do they require a business case application for accreditation?
  - Who will supply AVP with the necessary information and be a contact for supporting this?

Note: Once a PSO4350 application has been submitted it will usually take up to three months to receive a response as to whether your application has been approved.

- **Focus:** Depending on the type of prison, you may want to focus the workshops at a particular stage, for example as part of induction or resettlement. You may want to ask:
  - What opportunities are there for building AVP into their resettlement programme?
  - Will the prisoner turnover rate affect when the workshops can be delivered?

- **Timing:** AVP recommend at least 16 hours are necessary for a workshop.
  - What session times would be available at the prison?
  - What are the free flow times when prisoners are moved around?
  - Is a 16-hour programme operationally feasible?

- **Designated liaison staff member:** You will need to have a member of staff available to act as the designated liaison person within the prison. You will also need staff to escort the facilitators around the prison or to offer security training.

Note: Organising a **taster** session for a group of offenders and/or interested staff at the prison is a good way to assess the prison's genuine interest and commitment to working with AVP.

Section 4: Prison workshops

4) Prepare a contract: Once you and the prison have agreed to run an AVP programme you should draw up a written **contract** for a series of workshops setting out what AVP will deliver and what the prison will provide. The template attached (see ***Appendix 4.4***) can be adapted for an individual group.

Things to think about when developing a contract or agreement with the prison:

- ✓ **Scale**: how many workshops do you want to run a year or for the initial trial phase?
- ✓ **AVP coordinator**: who will be the AVP coordinator and contact point for the prison?
- ✓ **Prison liaison manager**: who will be the prison liaison manager?
- ✓ **Workshop venue**: the size of the room will determine the number of participants.
- ✓ **Timing**: when will the workshops be held - at weekends or weekdays?
- ✓ **Funding**: has funding been agreed and details of payment outlined?
- ✓ **Security**: what security clearance do facilitators need and is any security training necessary?
- ✓ **Sign up**: how will offenders be informed about the workshops? How will offenders sign up for the workshop? How many participants will be selected for each workshop (bear in mind there will always be some drop out)?
- ✓ **Evaluation**: how will we review our progress? Is the prison able to offer any additional resources to evaluate AVP, e.g. can we monitor changes in behaviour (through the unacceptable behaviour log)? Go through the monitoring forms and post-workshop evaluation forms (to be given out by liaison manager) and how these will be distributed.

Once a contract has been signed please complete the Prison Liaison Sheet 3 (See ***Appendix 4.1***) and send a copy to the PPC.

Section 4: Prison workshops

Coordinating the workshop: Good preparation and planning are crucial to the success of your workshop. Working with prison staff can be challenging as they are not always available at a desk or may work different shift patterns so ensure you have sufficient time for planning.

5) Liaison manager induction:

You should have a contact at the prison who has agreed to take on the role of liaison manager. There is a job description for this role (please see ***Appendix 4.5)***. You will need to go through this with your contact and make sure they are clear about what is expected of them.

6) Security clearance/training:

Prisons are first and foremost secure establishments. When you are working with a prison you must ensure that you do not act in any way that could prejudice the safety of those that live or work in the prison. Security guidelines will change from prison to prison. Find out what the specific security arrangements are for the prison establishment and if there is any training or information that can be provided to our facilitators.

Security clearance: All **facilitators** will require security clearance before they can work in the prison. Some prisons will have official clearance forms that need to be completed by facilitators; others will ask the coordinator to provide the details. Standard information required includes:

- Name (including any previous names)
- Current address (sometimes previous addresses are required)
- DOB
- Place of birth
- Height
- Disclosure of any previous convictions or offences.

Clearance can take days, weeks or months, so ensure this is arranged well in advance of the workshop. Depending on the length of your project, you may wish to security clear a number of facilitators in advance. This ensures that you have a team of facilitators to draw from when organising workshops and allows you to draft in a facilitator at the last minute if necessary.

You may also need to provide a **kit list** for clearance. Each prison will have different rules but workshop materials that are often not permitted in prisons include: blue tac, scissors, string, laminates.

Security training: In some prisons, facilitators may be required to undertake internal security training. This could be for radio use/key training or general security guidelines.

7) Provide pre-workshop information:

Get advice from prison staff about how you can promote AVP workshops. This might be through:

1. Posters advertising the workshops with details of sign up
2. Recruiting wing coordinators or peer advisors to support the dissemination of information
3. Providing a participant information leaflet for staff/prisoners to distribute (see ***Appendix 4.5***)
4. Providing a staff information pack so that they are better placed to make referrals.

Section 4: Prison workshops

8) Coordinate a facilitator team:

When coordinating a facilitator team for a prison workshop, you need to consider the following:

- **Numbers and experience:** AVP prison workshops should ideally be delivered by 3 or 4 AVP facilitators of whom at least two should have experience of facilitating in prisons. All facilitators should ideally have undergone the AVP prison facilitator training and have read the prison section of the AVP facilitator handbook before facilitating in prison.
- **Security requirements:** Have the facilitators been security cleared at the prison or is there sufficient time to clear them?
- Your facilitator team need to be aware of particular requirements when working in prisons, particularly with regards to **confidentiality** in prisons. Please ensure facilitators have read and understood the following confidentiality guidelines:

Statement of Confidentiality:
We take our commitment to confidentiality very seriously. Confidentiality is the essential basis of the trust we build throughout our work. We observe confidentiality regarding the personal sharing of other participants and facilitators in workshops, but we are free to talk to others about our own sharing and insights, and the general nature and content of the course. Facilitators are obliged to use knowledge of each other responsibly.

Disclosure of Information: All information shared in **all workshops** is kept strictly confidential unless a facilitator believes:

- there is a real possibility of anyone being at risk of serious harm
- if they have any suspicion that any child or vulnerable person is at risk.

In addition, all information shared in **prison workshops** is kept strictly confidential unless a facilitator believes:

- there is a real possibility of escape from a prison
- there is a serious risk of harm to self or others
- it could be detrimental to the security of the establishment and/or any prisoner, staff or volunteer working within the prison.

Please note that as a coordinator, a facilitator may report an incident to you. If this happens at a prison workshop, the incidents must be reported to the prison officer on duty or to the appropriate member of prison staff and to the prison project coordinator. If it is a serious incident please ensure you have a full signed, written report of the incident to be given to the designated persons noted above.

9) Arrange sign up and monitoring:

Prisoners will sign up to attend the workshop by the process agreed by your liaison manager. This might be through sheets on the wing notice board, via offender managers or by direct recruitment by the liaison manager. The prison liaison manager is required to complete a monitoring spreadsheet which lists all prisoners that signed up, with a record of their name, prisoner number, age, gender, ethnic group, offence, sentence and any learning or disability support issues that have been identified. Please see ***Appendix 4.6*** for an example of this spreadsheet. At the end of the workshop, the liaison manager will record which prisoners started, completed or dropped out. This spreadsheet is to be completed by the liaison manager and then sent directly to the regional group coordinator; the information is not intended to be shared with facilitators in advance of the workshop. After each workshop regional coordinators should collate these statistics to monitor take up rates, drop out rates, completion rates and records of achievement. Copies of the records should also be sent to the PPC following the workshop.

Section 4: Prison workshops

After the workshop:

10) Provide further support for prisoners:

As a national charity, there is scope for continued training of offenders on transfer to another establishment or on release. In some prisons, AVP will be given information to track the transfer of offenders to other prisons. Where possible AVP regional coordinators should try to work with the prison project coordinator, resettlement staff and probation teams to encourage further involvement in the programme.

You may also consider setting up ongoing support for prisoners following a workshop. This could be by establishing a support group. Just two facilitators would be needed to run a regular support group where prisoners could try new exercises, have discussions and support each other.

11) Evaluation:

For every prison workshop you must ensure that facilitators use and complete the forms outlined in the PSO 4350 agreement. These forms may change with the particular specifications of the PSO application made at the prison you are working in, so please contact the PPC to obtain the most recent versions. As a regional coordinator you must ensure that these are used effectively in order to meet the requirements of PSO 4350. Failure to do so could see the approval revoked and a termination of the programme.

As a guide, there are three types of evaluation for prison workshops:

a) Participants: These evaluations will be completed during the workshop and must be returned to the regional coordinator. In some cases there may be a post workshop evaluation which will be sent out by the regional coordinator at a set time after the workshop to asses any long-term impact.
b) Facilitators: As with any workshop, facilitators must allow sufficient time at the end of the workshop to debrief and evaluate. The evaluation should be sent to the regional coordinator within 1 week of the workshop.
c) Staff: The staff evaluation is an opportunity to express concerns or raise any areas for improvement.

12) Reporting back::

- **On the prisoners:** Some prisons may request that facilitators prepare personal reports for each participant that can be put on their personal record and shared with their offender manager. The PPC has a template report format which can be adapted if this is required.
- **On the programme:** It is recommended that a report is produced after every 3 workshops and sent to prison staff as evidence to support AVP as an effective intervention. This should include:
  - Date of workshops
  - Monitoring data (around attrition rates)
  - Feedback from participants
  - Practical issues

AVP is competing with a number of interventions by voluntary groups and internal courses so it is important to provide information to prison staff that will encourage them to support a long term partnership with AVP.

Section 4: Prison workshops

13) Disseminating good practice:

It is important that AVP (as an organisation and facilitators) learn from each workshop so that any issues and challenges can be addressed. Particularly where you are running a number of workshops in the same prison it is useful to share the facilitator evaluation and agenda with the next team so they can use that as a basis for their planning. If there are any issues with the venue/organisation or any comments about the nature of the group these also need to be passed on. It would also be useful to make your external reports available internally so that regions can learn from each other and be supported in setting up new prison projects.

14) Next steps meeting:

Once you have submitted your report, it is good practice to arrange a meeting or telephone discussion with your contact member of staff to review the workshop and discuss how you might work together again. This is your opportunity to discuss any issues that arose, work through any problems and plan any future workshops. Not every prison will support a long-term programme; some may only want a workshop every year or may decide it is not for them. Where a prison does not want to continue supporting the workshops find out why and if you can learn anything that might help you develop future prison projects. In other cases, you may feel that the prison is not suitable to work with. If you do not wish to continue a prison project, this needs to be communicated clearly to the prison and the reasons why explained.

Section 5: Supporting volunteers

Introduction to supporting volunteers:

AVP has two types of volunteers:

a) Volunteer facilitators

b) Organisational support volunteers (e.g. administrative volunteers, caterers, management committee members, case study volunteers)

Both of these volunteer roles need to be adequately supported and coordinated in line with AVP policies. Please refer to the volunteer policy (***Appendix 7.7***) for a good practice guide for managing volunteers.

This section of the handbook will expand on this policy to identify your group's responsibility to manage volunteers as well as how you can support them effectively.

Supporting volunteers check list:

Step	Task	Handbook page reference	Tick when completed
Supporting volunteer facilitators:			
1	Initial recruitment	Page 46	
2	Provide an induction	Page 47	
3	Organise training days	Page 47	
4	Coordinate mentoring	Page 48	
5	Register facilitators on the AVP Britain database	Page 48	
6	Complete exit evaluation	Page 48	
Supporting organisational support volunteers:			
7	Identify volunteer roles	Page 49	
8	Volunteer recruitment	Page 49	
9	Provide an induction	Page 49	
10	Offer training	Page 50	

Section 5: Supporting volunteers

Supporting volunteer facilitators:

1) **Initial recruitment:** AVP volunteer facilitators are recruited mainly through AVP workshops, taking part in level 1 and level 2 workshops before finding out about facilitator training. However, the AVP Britain website now generates more enquiries about becoming a facilitator and AVP groups have advertised for volunteers to train. When a participant makes an enquiry about becoming a facilitator, it is important to encourage them and offer as much support as possible during their progression. Please refer to the chart below for a step-by-step guide to AVP Britain's training process for new facilitators. This is outlined in more detail in the AVP Britain Training Policy (***Appendix 7.6***):

Task	Who by?
Take part in a level 1 workshop	Participant
Take part in a level 2 workshop	Participant
Distribute self-assessment questionnaires and contact details of a current AVP facilitator to all interested level 2 participants.	Level 2 Team
Complete recommendation forms on each participant, using the guiding questions. Please see **Appendix 5.1** for a sample recommendation form. These forms should be sent to the regional coordinator so they are clear who has taken the self assessment away and who their contact facilitator is. This enables coordinators to follow up participants.	Level 2 Team
Go through self assessment (by telephone/in person) with a contact facilitator.	Participant and Level 2 contact facilitator
Make a recommendation to the participant regarding their progression: what factors they need to concentrate on in another workshop or whether they can proceed straight to a TforF.	Level 2 contact facilitator
If the recommendation is to complete another workshop, attend a level 1 or level 2 as advised and repeat previous steps.	Participant
If the recommendation is to continue to a TforF, a formal recommendation must be made in writing (email is fine) to the training group and copied in to the regional coordinator.	Level 2 contact facilitator
Contact details and list of all workshops attended for those recommended participants are sent to the training group.	Regional coordinator
TforF application sent to participants.	Training group
TforF application completed and returned to the training group.	Participants
Based on applications, TforF date and location is set.	Training group in consultation with regional group.
Facilitators organised to lead the TforF.	Training group in consultation with regional group.
TforF is coordinated (in much the same way as a community workshop – please refer to section 1).	Designated regional group
Take part in a TforF workshop.	Participants
Receive AVP facilitators handbook and log book. Sign volunteer agreement.	Participants (at the TforF)
Mentors coordinated for each apprentice facilitator.	Regional coordinators/participants
Apprentice facilitators included on facilitator database and informed of workshop opportunities.	Regional coordinators.

Section 5: Supporting volunteers

Once participants have received a recommendation and are ready to train, it is good practice to send them any AVP mailings and invite them to any training events in order to keep them involved, interested and engaged throughout the process.

2) Provide an induction:

It is good practice for all volunteer facilitators to receive an induction. An induction involves giving volunteers sufficient information about AVP and policies, as well as supporting any additional needs they have. As stated in the volunteer policy ***(Appendix 7.7)*** we recommend that all new AVP facilitators have a short induction at the TforF. To give a successful induction, the new facilitators must all be given the AVP facilitators handbook. This contains information about AVP as well as all the policies that they need to be aware of and agree to if they are to facilitate workshops. We also request that each new facilitator sign a volunteer agreement, see ***Appendix 5.2***. This agreement outlines what the volunteer can expect from AVP and what we require of the volunteer. The agreement is not a legal contract but will help to manage expectations of both volunteers and coordinators. It also has an induction checklist so you can ensure that new facilitators have received all the necessary documents.

3) Organise training days:

AVP is committed to supporting the development of all volunteer facilitators. After every workshop, facilitators are asked to identify any training needs they have in their team evaluation. These responses are collated by the training group to identify key areas of training and development. Regional groups are also recommended to ask their facilitators about training needs or interests at intervals as not all volunteers will be facilitating regularly. In consultation with the training group, regions are encouraged to organise training events. In order to coordinate a training event, you will need to consider the following:

Funding: There will be costs involved in holding a training event. These include:

- Venue/catering costs
- Fee for an external trainer if appropriate or you may be able to use expertise from within the organisation at no cost except expenses
- Travel expenses for facilitators attending need to be reimbursed so training can be accessible to all.
- Regional groups may be able to fundraise for training costs as part of larger grant applications or as small grants. Funds can also be raised nationally to support training and may be available for regional events. Please contact the fundraising committee for details.

Topics: What training needs have your facilitators identified? Is there any training that would help improve standards or the quality of workshops? If you are working with new client groups, is there any training that would support this?

Venue and accessibility: You will need to find a venue that is easily accessible to those facilitators from outside your region and coordinate timings that allow for travel.

If you do organise a training day, make sure that you evaluate this in order to improve future events or identify further training needs. Please see ***Appendix 5.3*** for a sample training event evaluation form.

Section 5: Supporting volunteers

4) Coordinate mentoring:

Every AVP facilitator should have a mentor. A mentor can be anyone with experience of facilitating several workshops. A mentor will listen to another facilitator after a workshop and discuss any issues that may have arisen during the workshop or that may affect a facilitator's ability or motivation to do further workshops. At the TforF, facilitators will be asked to consider who they would like to be their mentor. They may choose a lead facilitator, the facilitator they did their self assessment with or someone they know already.

Regional coordinators have a responsibility to facilitate this mentoring relationship by approaching the mentors on behalf of the new apprentices or passing on contact details. AVP recommend that regional coordinators check whether the mentor relationship is active and encourage greater sharing and support between facilitators.

5) Register facilitators on the AVP Britain database:

Every AVP facilitator must be registered on the AVP Britain online database for insurance purposes but also to enable facilitators to be part of the AVP Britain community and to have the opportunity to participate in forums and discussion groups. Regional coordinators must ensure that every new facilitator completes a registration and consent form (see ***Appendix 6.2)*** and that these details are updated on the site. For more information about coordinator access to the site, please refer to ***section 6.*** Coordinators can post gatherings or news items on the site to generate interest within their region and facilitators can post questions or experiences to share with others.

6) Complete exit evaluations:

A volunteer facilitator may decide to stop facilitating for a number of reasons. They may have work commitments, health reasons or have found another organisation to work with. Whatever the reason, it is worth getting feedback from them about their experience of working with AVP; this enables you to get feedback and improve the way you manage or support facilitators. As outlined in the volunteer policy, we recommend that all volunteer facilitators complete an exit evaluation when they stop facilitating. Please see ***Appendix 5.5*** for a sample exit evaluation.

Section 5: Supporting volunteers

Supporting organisational support volunteers:

7) Identify volunteer roles:

The set up of your regional group and the type of activities you are running will determine what level of volunteer support you need. Common volunteer roles within AVP include:

- Coordinators
- Office/administrative Support
- Workshop support (set up, welcoming, clear up)
- Management committee members
- Treasurer/independent examiner
- Database administrator
- Web master

Whatever the role, ensure that you have a clear 'job description' so that volunteers are aware of what they are agreeing to undertake. You will also need to ensure that there is a designated contact for support and management where appropriate.

8) Volunteer recruitment:

There are a number of ways to recruit volunteers. In order to attract a diverse range of volunteers you should consider using a range of sources:

- Your local volunteer bureau will advertise vacancies in the area and on the national Do It website (www.do-it.org.uk)
- Most universities have a volunteer office within the careers department and are a good source for young volunteers with time and skills.
- Open prisons or projects working with ex-offenders are often looking for volunteer placements.
- If you are a member of your local CVS you can advertise vacancies through their e-bulletin to all members.
- Reach (www.reach-online.org.uk) matches retired executives with voluntary organisations.
- Media Matching Trust (www.mediatrust.org/media-matching) matches media and communications professionals with charities that would like to improve the way they communicate – useful for marketing or publicity projects.

If you are going to advertise a vacancy, you need to prepare a job description and application form. Please see ***Appendix 5.4*** for a sample volunteer application form. If you are advertising the roles, the application process must be handled in accordance with AVP Britain equal opportunities policy. Please refer to ***Appendix 7.5***.

9) Provide an induction:

Every volunteer should have an AVP induction. This includes receiving information about AVP, going through the requirements of the task and boundaries with a supervisor and receiving relevant policies. Volunteers should be shown round their work environment, with fire exits clearly identified. Wherever possible, volunteers should be introduced to staff and other volunteers. Volunteers should be shown the AVP volunteer policy and asked to sign a volunteer agreement (see ***Appendix 5.2 which will need to be amended for office/support volunteers)***. We recommend using an induction checklist with the volunteer to ensure that all relevant information and policies have been received. The induction checklist can be found at the end of the volunteer agreement.

Section 5: Supporting volunteers

10) Training:

Whilst AVP does not have funds to provide extensive training to volunteers, AVP regional groups must:

- Provide adequate training and feedback in support of ensuring a safe working environment.
- Arrange and fund any training that is necessary for the volunteer to perform their role.

AVP cannot fund any training which is for the personal benefit of the volunteer or does not relate to their role within AVP.

11) Complete an exit evaluation:

At the end of a volunteer placement or when a volunteer decides to move on, they are required to complete an exit evaluation. This enables you to get feedback in how you managed the volunteer and how you could improve the support or role in the future. Please see ***Appendix 5.5*** for a sample exit evaluation.

Section 6: AVP Britain website

The website: www.avpbritain.org.uk

Introduction to the AVP Britain website:

The AVP Britain website was updated in 2006 and uses modern, professional design and clear text. Photographs illustrating the workshops make it lively and attractive to viewers. It is also designed to be easy to maintain by AVP staff.

As well as its outward-facing marketing role, a private 'intranet' section of the website facilitates better maintenance of contact and workshop data within AVP Britain.

Guidelines: This section of the handbook will outline how to use the AVP Britain website effectively. Coordinators should be using the site regularly to maintain workshop and facilitator records but also as a method of communicating and sharing information. The website is still developing in response to new organisational needs; any new guidelines will be circulated as additions to the information provided.

The AVP Britain website has 2 sections:

a) **Public pages:** Designed for people looking to find out about AVP and our workshops.
b) **Internal pages:** Designed for use by AVP coordinators and facilitators. Shares information that is for use only within AVP such as contact details, minutes and good practice discussions.

Section 6: AVP Britain website

Section 6: AVP Britain website

Guidelines: Using the public pages of the AVP Britain website

1) Introduction to public pages:

Several public pages on the website are the online equivalent of an AVP leaflet, together with lists of workshops and contact information. These public pages have three main audiences:

- potential workshop participants/future facilitators
- potential partners/workshop hosts (e.g. prisons, other NGOs)
- potential donors/funders

The website is kept short and simple to ensure that users can easily and quickly find what they need.

2) Guidelines on public text:

The text on public pages can be changed by regional coordinators only. If you are changing text please note that the internet is a different medium from the traditional print formats you may be used to writing for and requires slightly different skills. Readers are more task-focussed and less patient. Reading text on screen is also a less comfortable experience than reading from paper.

Writing for a website calls for short, simple, snappy text.

- Put the main point **first**.
- Keep text **short**.
- Keep text **clear**.
- Keep text **focussed**.
- Avoid difficult words.
- Avoid long stories, with the key point buried somewhere at the end.

AVP is experiential, so the website aims to get browsers interested and keen to take part, rather than to try and explain exactly what happens in a workshop or detail the principles behind our work. Images have been used selectively to convey the feel of a workshop, substituting for long paragraphs of explanatory text.

3) Guidelines on images:

Good quality images are used on some of the public pages of the site to illustrate what happens at a workshop. These were taken at a workshop in Hereford and participants' permission was given before the images were taken, after a short explanation of how the images would be used. The location of the workshop is not given on the website or any other details that would help browsers identify people in the images featured. Choosing appropriate images, resizing them optimally for the web and uploading and linking them involves several quite technical steps. If you have any images that you would like used on the site, please contact the webmaster.

Please note that when a professional photographer, the press or an AVPB representative is taking pictures for AVP publicity you must:

- Inform participants that a photographer will be in attendance and ensure they consent to both the taking and publication of films or photographs by asking them to complete a consent form. Please refer to ***Appendix 6.1***.
- Ensure that the photographer wears their identification or is provided with identification at the event.
- Ensure that the photographer has no unsupervised access to children or vulnerable adults.

There are additional guidelines when working with children and young people. Please see the child protection and vulnerable adults policy in ***Appendix 7.3.***

4) Contact details – avoiding spam:

The current website has a 'contact us' section. This features a form which readers can use to send an e-mail to the main AVP Britain e-mail address (info@avpbritain.org.uk) which is currently received and processed by the AVP London coordinator. Emails for specific regions are not included on the website as these tend to be recognised and misused by malicious computer programmes set up to send out spam (marketing) or harmful (virus-laden) messages. At the moment, all enquiries are channelled through a single 'gatekeeper' (AVP London). However, once regions have standard contact details the site will be developed so that viewers can contact individual regions about AVP activities in their areas, make provisional bookings/expressions of interest in specific workshops where appropriate.

Section 6: AVP Britain website

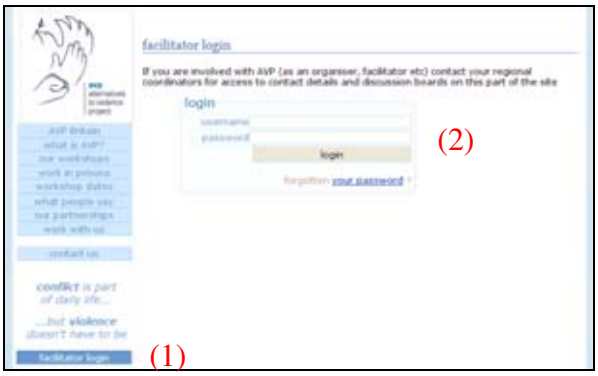
Guidelines: User rights on AVP Britain website: There are three levels of user rights and associated settings which determine what individual users can do on the site:

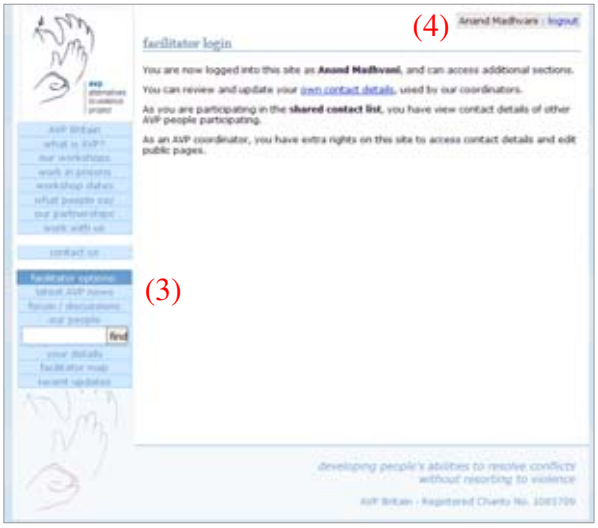
- standard access: for general facilitators
  Facilitators can review & edit their own contact and facilitation details and post on forums. Facilitators who share their contact details can also view contacts for other facilitators who have shared their details.
- coordinators: for regional coordinators and AVP Britain staff
  Coordinators have the same access as facilitators but additionally they can edit public website pages, add/edit contact details, workshops, issue passwords and administer forums.
- webmaster: has additional maintenance options
  The webmaster can edit usernames, passwords, images, user rights, forums etc.

Access details to the website are issued by AVP coordinators. The username and password supplied give access to the intranet and specify the user's rights to view and edit details on the AVP Britain website. Changes are also tracked by the username, so it is important to use only your own details to access the site and not to share them with other users.

5) Logging into the intranet:

Each coordinator will have a username and password to log in to the site. If you do not, please complete the forms in ***Appendix 6.2*** and follow the instructions in point 9 of this section to issue yourself or fellow coordinators a password. If you have any problems, please contact AVP London. Follow the instructions below to log in:





1. click on this menu item to login
2. enter your personal details
3. additional menu options will appear
4. logout of the intranet here

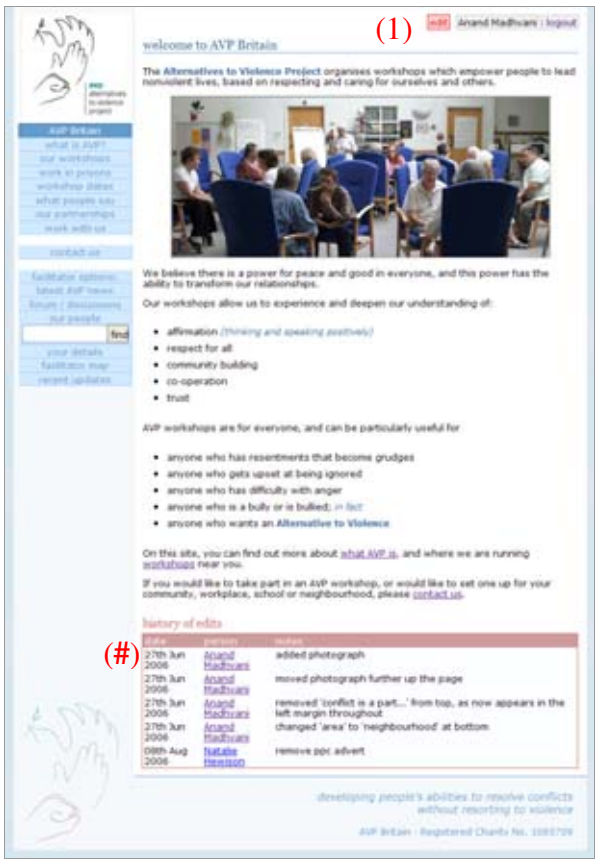
If you have forgotten your password you can use the 'forgotten password' link on the login screen. This will resend the password to your registered email address.

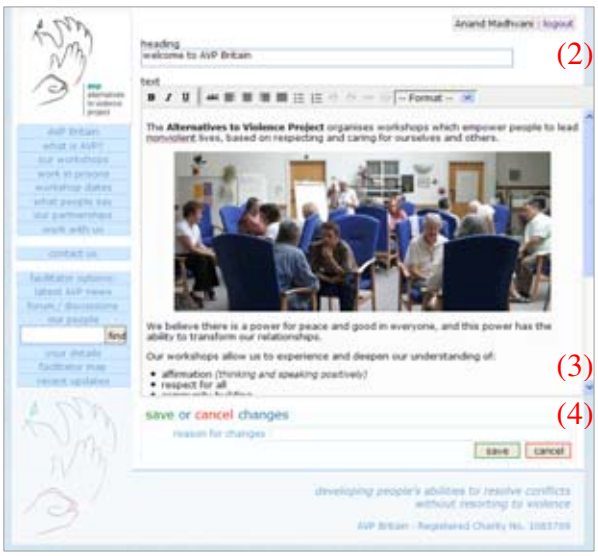
Once you have logged into the site, coordinators are able to edit public pages, upload workshop dates and facilitator histories:

Section 6: AVP Britain website

6) Adding/editing public pages:

Editing rights are limited to coordinators only, and the webmaster monitors changes for style and appropriateness. The public pages of the website are for potential or existing participants, partners and funders. They are *brochureware* – the equivalent of a glossy leaflet showcasing AVP. Follow the instructions below to edit text on public pages:





1. click on edit to alter this page
2. edit the title for this page
3. edit the text for this page
4. save or cancel, giving a brief explanation of any changes

#. history of changes on this page

7) Adding/editing activities:

The AVP Britain website stores details of workshops and other activities in a database. This allows the public to see what workshops are taking place. It is also important to keep this updated so that we can improve and simplify AVP's nationwide record-keeping and statistics. Workshops can be linked to facilitators and participants and categorised by activity type in different ways.

Section 6: AVP Britain website

The screen shot (above left) shows a list of workshop dates that the public see. The same list (above right) shows extra details and options to logged-in coordinators. Coordinators can click on a workshop name to **review**/**edit** its details and **add** workshops or other activities by clicking the red button at the bottom of the screen shot right.

When adding a workshop, as well as the name of the workshop, we also need to complete the following sections:
type
level
status of the workshop
dates
physical **address**
any additional **notes** about bookings/participants.

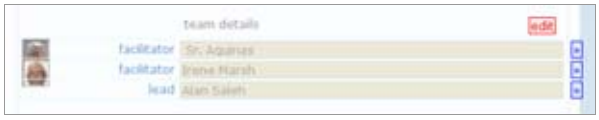
Activities are categorised by:

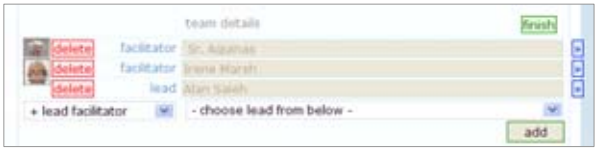
- type
  - community *(open to mixed groups of participants)*
  - prison *(prison workshop only unless stated)*
  - young offender *(e.g. Glen Parva)*
  - NHS referrals *(e.g. Doncaster Mind workshops)*
  - meeting *(intended for internal meetings)*
  - training *(intended for internal training)*

- level
  - taster
  - level 1
  - level 2
  - training for facilitators

- status
  - completed and all paperwork submitted
  - completed
  - planned
  - cancelled

Section 6: AVP Britain website





Details of the workshop facilitation team can be viewed (left) and amended (right). It is important that you fill in your facilitators so that we can build a record of who has facilitated what.

8) Adding/editing names: The AVP website database stores details of all our facilitators within a password protected area. This is mainly for the use of AVP coordinators when organising workshops and other activities. In the future this system can be extended to include workshop participants as well. Please refer to the symbols below for guidance on how to add facilitators or edit details.

above:
- # organise/filter list of names
- * find people by name
- % add a new person to the list

right:
- £ edit personal contact details
- $ edit personal workshop history
- & coordinator options
- @ webmaster options

Some contact and personal details have been hidden for privacy reasons

Section 6: AVP Britain website

9) Issuing passwords to users:

It is each regional coordinator's responsibility to add new users in their area to the site (see above) and issue passwords for access to the AVP Britain website.

Once the new user is added and an e-mail address set in their personal contact details, prompts will appear to 'issue new password' (see above).

Click on this link to go to the 'send password' form. A message to the new facilitator can be added to the e-mail which sends them their new personal access details (right).

Please set an initial username for the user, which should be 8-12 characters in length. The website generates a password automatically. Should a user forget their password they can use the 'forgotten password' link on the login screen.

10) Shared contact list:

By default, contact details within the database are only visible to coordinators and the individual users they are for. This is for privacy and security reasons. One concern of AVP Britain however has been to facilitate better internal communication as an organisation and community. To that end, a 'shared contact list' has been set up, which facilitators can opt into. If a facilitator has agreed to this, their contact details are shared on a list available to all consenting facilitators on the website.

11) Private areas of the website:

The *intranet* is a non-public area of the website, visible to and for internal use by AVP Britain facilitators and coordinators only. The aim of this section is to improve communication and simplify record-keeping and statistics at a national level.

A new feature of the intranet is a news and forum section. This is to help enable sharing of information and discussion within the organisation, and sharing of key documents. Topic headings have been devised to cover most areas of discussion such as national organisation, regional groups, facilitators and training or workshops. Simply click on a folder heading and add a comment or reply to post something in that section. Other AVP coordinators and facilitators can then see your comment and reply to it.

This part of the website is still in development and more guidance on how to use it effectively will be made available soon.

Section 6: AVP Britain website

Section 7: Appendices

Appendix No.	Appendix title
Section 1: About AVP Britain and your regional group	
1.1	Articles of Association
1.2	Sample management committee information pack
Section 2: Organising an AVP community workshop	
2.1	Marketing contacts
2.2	Example advert
2.3	Standard enquiry letter
2.4	Booking form
2.5	Pre workshop information pack
2.6	Risk assessment checklist
2.7	Level 1 kit list
2.8	Level 2 kit list
2.9	Further reading list
2.10	Sample workshop report
2.11	Participant evaluation forms
2.12	Further interest forms
2.13	Facilitator evaluation forms
2.14	Sample expense form
Section 3: Workshops in partnership	
3.1	Sample project proposal
3.2	Sample contract
3.3	Workshops in partnership: participant evaluation
3.4	Workshops in partnership: staff evaluation
Section 4: Prison workshops	
4.1	Prison liaison sheet (stages 1,2,3)
4.2	Prison information pack
4.3	Prison start up fund application
4.4	Sample prison contract and liaison manager job description
4.5	Participant information leaflet
4.6	Monitoring spreadsheet
Section 5: Supporting volunteers	
5.1	New facilitator recommendation form
5.2	Volunteer agreement and induction
5.3	Training event evaluation forms
5.4	Sample office volunteer application form
5.5	Volunteer exit evaluation
Section 6: The AVP Britain website	
6.1	Photo consent form
6.2	Facilitator registration form

Section 7: Appendices

Appendix No.	Appendix Title
Section 7: AVP Britain policies and procedures	
Organisational policies	
7.1	AVP Britain complaints policy
7.2a	AVP Britain health and safety policy for volunteers
7.2b	AVP Britain health and safety policy for coordinators and staff
7.3	AVP Britain child protection and vulnerable adults policy
7.4	AVP Britain disability statement
7.5	AVP Britain equal opportunities policy
7.6	AVP Britain training policy
Volunteer policies	
7.7	AVP Britain volunteer policy
7.8	AVP Britain expenses policy
Staff policies	
7.9	AVP Britain staff disciplinary and grievance policy
7.10	AVP Britain staff personal conduct policy
7.11	AVP Britain staff confidentiality policy
Recruitment guides	
7.12	AVP Britain guide to writing a job description
7.13	AVP Britain guide to advertising and short listing
7.14	AVP Britain guide to interviewing

AVP Britain, Governing Documents: Memorandum of Association and Articles of Association as on 30/5/07

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL
THE COMPANIES ACTS 1985 AND 1989
MEMORANDUM OF ASSOCIATION of **ALTERNATIVES TO VIOLENCE PROJECT, BRITAIN.**

1. The name of the Association (hereinafter called 'The Company') is Alternatives to Violence Project, Britain.

2. The registered office of the Company will be situated in England and Wales.

3. The Company is established for the relief of all those afflicted by violence or abuse in their own lives, whether they are aggressors or victims or both, in particular but not exclusively by the provision of experiential workshops which develop people's abilities to resolve conflicts without resorting to violence.

4. In furtherance of the said objects, but not further or otherwise, the Company shall have power:

   (a) to write, print or otherwise reproduce by any means of recorded audio and/or visual information whether now or hereafter invented and circulate, gratuitously or otherwise, periodicals, magazines, books, leaflets or other documents;
   (b) to hold exhibitions, meetings, lectures, classes, seminars, workshops, courses or other events either alone or with others;
   (c) to promote research, experimental work, scientific investigation and development into any aspect of the objects of the Company and its work and to disseminate the useful results of any such research for the public benefit;
   (d) to co-operate and enter into arrangements with any authorities, national, local or otherwise;
   (e) to accept subscriptions, gifts, donations, devises and bequests of any real or personal property maintain and alter any of the same as are necessary for

any of the objects of the Company and (subject to such consents as may be required by law) sell, lease, mortgage or otherwise dispose of any such property;

(f) to issue appeals, hold public meetings and take such other steps as may be required for the purpose of procuring contributions to the funds of the Company in the shape of donations, subscriptions or otherwise;

(g) to issue cheques and other financial instruments, and to operate bank and other accounts in the name of the Company;

(h) subject to such consents as may be required by law, to borrow and raise money for the objects of the Company on such terms and conditions and on such security as may be thought fit;

(i) to construct, maintain and alter buildings or erections;

(j) to carry on trade in so far as either the trade is exercised in the course of the actual carrying out of a primary object of the company or such trade is temporary and ancillary to the carrying out of the said objects;

(k)to take and accept any gift of money, property or other assets, whether subject to any special trust or not, for any one or more of the objects of the Company;

(l) to subscribe for either absolutely or conditionally or otherwise acquire and hold shares, stocks, debentures, debenture stock or other securities or obligations of any other company;

(m) to invest the monies of the Company not immediately required for its objects in or upon such investments, securities or property as may be thought fit;

(n) to make any charitable donation either in cash or assets for the furtherance of the objects of the Company;

(o) to establish or support any charitable institution and to subscribe or guarantee money for charitable purposes calculated to further the objects of the Company;

(p) to lend money and give credit to, take security for such loans or credit from and to guarantee and become or give security for the performance of contracts or obligations by any person or company as may be necessary or expedient for the work of the Company;

(q) to purchase indemnity insurance to cover the liability of the Committee which by virtue of any rule of law would attach to them in respect of any negligence, default, breach of duty or breach of trust of which they may be guilty in relation to the Company PROVIDED THAT any such insurance shall not extend to any claim arising from any act or omission which the

Committee knew to be a breach of trust or breach of duty or which was committed by the Committee in reckless disregard of whether it was a breach of duty or not and provided also that any such insurance shall not extend to the costs of an unsuccessful defence to a criminal prosecution brought against the Committee in their capacity as Directors of the Company;

(r) to employ and pay such staff (who shall not be members of the Committee) to supervise, organise, carry on the work of and advise the Company;

(s)to purchase insurance to cover the officers, staff, voluntary workers and those of its members from and against all such risks incurred in the course of the performance of their duties, as may be thought fit;

(t) to pay reasonable annual sums or premiums for or towards the provision of pensions for staff for the time being of the Company and their dependants;

(u) to purchase insurance to cover any buildings or other property to their full value;

(v)to amalgamate with any companies, institutions, societies or associations which are charitable at law and have objects altogether or mainly similar to those of the Company and which prohibit the payment of any dividend or profit to and the distribution of any of their assets amongst their members at least to the same extent as such payments or distributions are prohibited in the case of members of the Company by this Memorandum of Association;

(w) to pay out of the funds of the Company the costs, charges and expenses of and incidental to the formation and registration of the Company;

(x)to establish where necessary local branches (whether autonomous or not);

(y)to do all such other lawful things as shall further the above objects or any of them.

5. The income and property of the Company shall be applied solely towards the promotion of its objects as set forth in this Memorandum of Association and no portion thereof shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit, to members of the Company and no member of its Committee shall be appointed to any office of the Company paid by salary or fees or receive any remuneration or other benefit in money or money's worth from the Company provided that nothing herein shall prevent any payment in good faith by the Company:

(a) of reasonable and proper remuneration to any member, officer, employee or consultant of the Company not being a member of its Committee for any services rendered to the Company;

(b) of interest on money lent by any member of the Company or of its Committee at not less than 2% below the minimum lending rate of a clearing bank selected by that Committee;

(c)of reasonable and proper rent for premises demised or let by any member of the Company or of its Committee;

(d) of fees, remuneration or other benefit in money or money's worth to a company of which a member of the Committee may also be a member holding not more than 1/100th part of the capital of that company;

(e) of out-of-pocket expenses to any member of its Committee and

(f) of any premium paid for insurance to cover the liability of the Committee as provided for in Clause 4(q) of this Memorandum;

6. The liability of the members is limited.

7. Every member of the Company undertakes to contribute to the assets of the Company, in the event of the same being wound up whilst being a member, or within one year after ceasing to be a member, for payment of the debts and liabilities of the Company contracted before ceasing to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves, such amount as may be required not exceeding one pound.

8. If upon the winding-up or dissolution of the Company there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the Company, but shall be given or transferred to some other charitable institution or institutions having objects similar to the objects of the Company, and which prohibit the distribution of its or their income and property to an extent at least as great as is imposed on the Company under or by virtue of Clause 5 hereof, such institution or institutions to be determined by the members of the Company at or before the time of dissolution, and in so far as effect cannot be given to such provision, then to some other charitable object.

THE COMPANIES ACTS 1985 AND 1989

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION OF **ALTERNATIVES TO VIOLENCE PROJECT, BRITAIN**

INTERPRETATION

1. In these Articles:

'the Act' means the Companies Act 1985 as amended by the Companies Act 1989 or any re-enactment or statutory modification of those Acts.

'clear days' in relation to the period of a notice means the period excluding the day when the notice is given or deemed to be given, and the day for which it is given or on which it is to take effect.

'the Committee' means the Management Committee of the Company.

'the Company' means the above named Company.

'the Office' means the registered office of the Company.

'the seal' means the common seal of the Company.

'secretary' means any person appointed to perform the duties of the secretary of the Company.

'the United Kingdom' means Great Britain and Northern Ireland.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photography, and other modes of representing or reproducing words in a visible form.

Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the Act or any statutory modification thereof in force at the date at which these Articles become binding on the Company.

Words importing gender shall mean and include any other gender and words importing persons shall include corporations, organisations and natural persons.

OBJECTS

2. The Company is established for the objects expressed in the Memorandum of Association.

MEMBERS

3. The subscribers to the Memorandum of Association and such other persons as the Committee shall admit to membership shall be members of the Company.

4. Every person admitted to membership of the Company shall either sign a written consent to become a member or sign the register of members.

5. An application for membership may be approved or rejected by the Committee. The Committee shall have the right for good and sufficient reason to terminate the membership of any member provided that the member concerned shall have a right to be heard before a final decision is made.

6. Unless the members of the Committee or the Company in General Meeting shall make other provision pursuant to the powers contained in Article 65 the Committee members may in their absolute discretion permit any member of the company to retire provided that after such retirement the number of members is not less than three. Membership shall not be transferable.

GENERAL MEETINGS

7. The Company shall each year hold a General Meeting as its Annual General Meeting in addition to any other meetings in that year, and shall specify the meeting as such in the notices calling it; and not more than fifteen months shall elapse between the date of one Annual General Meeting of the Company and that of the next. Provided that so long as the Company holds its first Annual General Meeting within eighteen months of its incorporation, it need not hold it in the year of its incorporation or in the following year. The Annual General Meeting shall be held at such time and place as the Committee shall appoint. All General Meetings other than Annual General Meetings shall be called Extraordinary General Meetings.

8. The Committee may whenever they think fit convene an Extraordinary General Meeting, and Extraordinary General Meetings shall also be convened on such requisition, or, in default, may be convened by such requisitionists, as provided by the Act.

NOTICE OF GENERAL MEETINGS

9. An Annual General Meeting and a meeting called for the passing of a special resolution shall be called by at least twenty-one clear days' notice in writing. Other meetings shall be called by at least fourteen clear days' notice in writing. The notice shall specify the place, the day and the hour of meeting and, in case of special business, the general nature of that business, and shall be given, in manner hereinafter mentioned or in such other manner, if any, as may be prescribed by the Company in General Meeting, to such persons as are, under the Articles of the Company, entitled to receive such notices from the Company: provided that a meeting of the Company shall, notwithstanding that it is called by shorter notice than specified in this Article, be deemed to have been duly called if it is so agreed:

(a) in the case of the Annual General Meeting, by all the members entitled to attend and vote at it; and

(b) in the case of any other meeting, by a majority of the members having a right to attend and vote at the meeting, being a majority together representing not less than ninety-five per cent of the total voting rights at that meeting of all the members.

10. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings of that meeting.

PROCEEDINGS AT GENERAL MEETINGS

11. The business to be transacted at an Annual General Meeting shall include the consideration of the accounts, balance sheets, and the reports of the Committee and auditors, the appointment of members of the Committee in the place of those retiring and the appointment of, and the fixing of the remuneration of, the auditors.

12. No business shall be transacted at any General Meeting unless a quorum of voting members is present at the time when the meeting proceeds to business; one third of such members present in person shall be a quorum. If within half an hour from the time appointed for the meeting a quorum is not present, or, if during a meeting a quorum ceases to be present, the meeting shall be adjourned to such other day and at such other time and place as the Committee may determine. If at the adjourned meeting a quorum is not present within half an hour after the appointed starting time, the members present will be a quorum.

13. The Co-Chairs of the Representatives Forum shall chair every General Meeting of the Company, or if either shall not be present within fifteen minutes after the time appointed for the holding of the meeting or are unwilling to act, the members of the Committee present shall appoint one of their number to chair the meeting.

14. If at any meeting no Committee member is willing to act as Chair or if no Committee member is present within fifteen minutes after the time appointed for holding the meeting, the voting members present shall choose one of their number to chair the meeting.

15. A Committee member shall, notwithstanding that s/he is not a member of the Company, be entitled to attend and speak at any General Meeting.

16. The Chair may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no other business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place. When a meeting is adjourned for fourteen days or more, notice of the adjourned meeting shall be given as in the case of an original meeting. Otherwise it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.

17. Save as otherwise provided herein all decisions arising at any general meeting shall be provided by a process of consensus building which incorporates ideas from the attendees. If a decision cannot be approved the matter shall be put to the vote and, to be passed, at least 80% of those present and voting must be in favour. Minutes of decisions at General Meetings shall be drafted by the Chair and approved by the meeting.

18. A poll demanded on the election of a Chair, or on a question of adjournment, shall be taken immediately. A poll demanded on any other question shall be taken at such time and in such manner as the Chair of the meeting directs, not being more than thirty days after the poll is demanded, and any business other than that upon which a poll has been demanded may proceed pending the taking of the poll. The result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.

19. Subject to the provisions of the Act, a resolution in writing signed by all the members entitled to receive notice of and to attend and vote at General Meetings (or organisations by their duly authorised representatives) shall be as valid and effective

as if it had been passed at a general meeting of the Company duly convened and held. Any such resolution in writing may consist of two or more documents in like form each signed by one or more members.

20. No notice need be given of a poll not taken immediately if the time and the place at which it is to be taken are announced at the meeting at which it is demanded. In other cases at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.

DECISIONS OF MEMBERS

21. No member shall be entitled to take part in the decision making processes or vote at any General Meeting unless all monies presently payable by him/her to the Company have been paid.

22. No objection shall be raised to the qualification of any member to take part in or vote except at the meeting or adjourned meeting at which objection is tendered. Any objection made in due time shall be referred to the Chair whose decision shall be final and conclusive.

23. A vote given or poll demanded by the duly authorised representative of a member organisation shall be valid notwithstanding the previous determination of the authority of the person voting or demanding a poll unless notice of the determination was received by the Company at the registered office before the commencement of the meeting or adjourned meeting at which the vote is given or the poll demanded or (in the case of a poll taken otherwise than on the same day as the meeting or adjourned meeting) the time appointed for taking the poll.

ORGANISATIONS ACTING BY REPRESENTATIVES AT MEETINGS

24. Any organisation which is a member of the Company may by resolution of its Committee or other governing body authorise such person as it thinks fit to act as its representative at any meeting of the Company, and the person so authorised shall be entitled to exercise the same powers on behalf of the organisation which s/he represents as that organisation could exercise if it were an individual member of the Company.

HONORARY OFFICERS

25. The Honorary Officers shall consist of the Chair, Vice-Chair and Treasurer and such other Honorary Officers as the Company shall from time to time decide.

26. The Honorary Officers shall be appointed by the members of the Committee at a meeting to be held immediately after the AGM and shall hold office from the conclusion of the meeting and shall hold office for two years. The Honorary Officers shall be eligible for re-appointment provided that no Honorary Officer shall hold office for more than six consecutive years. On the expiration of such period, two further years must elapse before any former Honorary Officer shall be eligible for re-appointment.

COMMITTEE OF MANAGEMENT

27. The maximum number of Committee members shall be determined by the Company in General Meeting, but unless and for the time being the maximum number shall be ten. The minimum number of Committee Members shall be six.

28. The first Committee members shall be those persons named in the statement delivered pursuant to Section 10(2) of the Act, who shall be deemed to have been appointed under these Articles. Future Committee members shall be appointed as provided subsequently in these Articles.

29. The Committee shall consist of:

(a) the Honorary Officers; and
(b) up to seven members appointed at the AGM.

30. The Committee members may be paid all reasonable out of pocket, hotel and other expenses properly incurred by them in attending and returning from Committee meetings or General Meetings of the Company or in connection with the business of the Company.

BORROWING POWERS

31. The Committee may exercise all the powers of the Company to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities, whether outright or as security for any debt, liability or obligation of the Company or of any charitable body where such action will directly further the objects of the Company.

POWERS AND DUTIES OF THE COMMITTEE

32. The business of the Company shall be managed by the Committee who may pay all expenses incurred in the formation of the Company, and may exercise all such powers of the Company as are not required to be exercised by the Company in General Meeting. Any such requirement may be imposed either by the Act or by these Articles or by any regulation made by the Company in General Meeting; but no such regulation shall invalidate any prior act of the Committee which would have been valid if that regulation had not been made.

33. All cheques and other negotiable instruments, and all receipts for moneys paid to the Company, shall be signed or otherwise executed, as the case may be, in such manner as the Committee shall from time to time determine provided that all cheques in *excess* of £500 shall be signed by not less than two authorised signatories.

34. The Committee shall arrange for minutes to be made:

(a) of all appointments of Honorary Officers and other Officers made by the Committee;

(b) of the names of the Committee members present at each Committee meeting; and

(c) of all resolutions, decisions and proceedings at all meetings of the Company, and of the Committee.

35. A Committee member shall not take part in any discussion or vote in respect of any contract or any matter arising therefrom if s/he has any financial or similar interest in such contract. If s/he does so vote his/her vote shall not be counted.

36. Subject to Article 27 the Company may from time to time by ordinary resolution increase or reduce the number of Committee members.

37. The Committee shall have power at any time to appoint any person to be a Committee member, either to fill a casual vacancy or as an addition to the existing members but so that the total number of Committee members shall not at any time exceed any maximum number fixed in accordance with these Articles. Any Committee member so appointed shall hold office only until the next following Annual General Meeting, and shall then be eligible for re-appointment.

38. No person may be appointed as a Committee member:

(a) unless s/he has attained the age of 18 years;

(b) in circumstances that, had s/he already been a Committee member, s/he would have been disqualified from acting under the provisions of Article 43.

APPOINTMENT AND RETIREMENT OF COMMITTEE MEMBERS

39. Appointment to the Committee other than for the Honorary Officers shall be for a term of three years. One third of the membership who are subject to retirement by rotation shall retire annually. If their number is not three or a multiple of three, the number nearest to one third shall retire; but if there is only one member who is subject to retirement by rotation, s/he shall retire.

40. Subject to the provisions of the Act, the members to retire by rotation shall be those who have been in office longest since their appointment, but as between persons who became or were appointed on the same day those to retire shall (unless they otherwise agree amongst themselves) be determined by lot.

41. A retiring Committee member shall be eligible for re-appointment for a further term. Thereafter a further two years shall elapse before s/he is eligible for re-appointment.

42. The Company at the meeting at which a Committee member retires in manner aforesaid may fill the vacated office by appointing a person thereto, and in default the retiring Committee member shall, if offering himself/herself for re-appointment, be deemed to have been re-appointed, unless at such meeting it is expressly resolved not to fill such vacated office or unless a resolution for the re-appointment of such member shall have been put to the meeting and lost.

DISQUALIFICATION AND REMOVAL OF COMMITTEE MEMBERS

43. A Committee member shall cease to hold office if the member:

(a) ceases to be a Committee member by virtue of any provision in the Act or is disqualified from acting as a Committee member by virtue of Section 72 of the Charities Act 1993 (or any statutory re-enactment or modification of that provision);

(b) becomes incapable by reason of mental disorder, illness or injury of managing and administering his own property and affairs;

(c) subject to Article 6 resigns his office by written notice to the Company;

(d) ceases to be a member of the Company;

(e) is absent without the agreement of the Committee members from all their meetings held within a period of six months and the Committee members resolve that his office be vacated;

(f) is removed from office by a three-quarters majority vote of the rest of the members of the Committee at a special meeting called for that purpose, when in the opinion of the Committee, it appears that the member in question is acting in a manner detrimental or prejudicial to the well being of the Company

PROCEEDINGS OF THE COMMITTEE

44. The Committee may meet together for the despatch of business, adjourn, and otherwise regulate their meetings, as they think fit. Decisions arising at any meeting shall where possible be decided by a consensus of those present. If this proves not to be possible the Chair may put the matter to the vote, and to be passed, at least 80% of those present and voting must be in favour. Otherwise the resolution is lost. Any two Committee members may, and the secretary shall on the request of any two Committee members, summon a Committee meeting at any time.

45. The quorum necessary for the transaction of the business of the Committee may be fixed by the Committee and unless so fixed shall be one-third of the membership of the Committee, subject to a minimum of two.

46. The Committee may act notwithstanding any vacancy in their body, but, if and as long as their number is reduced below the number fixed by or pursuant to the Articles of the Company as the necessary quorum of members, the Committee may act for the purpose of increasing the number of members to that number, or of summoning a General Meeting of the Company, but for no other purpose.

47. The Chair of the Committee shall chair all meetings of the Committee and in his/her absence the Vice-Chair shall chair the meeting.

48. The Committee may delegate any of their powers to sub-committees consisting of such Committee members and other co-opted individuals as they think fit. The Committee may also set up working groups made up of Committee members, representatives of local groups and other interested individuals. Any such sub-committee or working groups so formed shall conform to any regulations that may be imposed on them by the Committee and shall report all acts and proceedings to the Committee fully and promptly.

49. A sub-committee may appoint a Chair of its meetings; if no such Chair is appointed, or if at any meeting the Chair is not present within five minutes after the time appointed for holding the same, the members present may choose one of their number to chair the meeting.
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50. A sub-committee may meet and adjourn as it thinks proper. Decisions arising at any meeting shall where possible be decided by a consensus of those present. If this proves not to be possible the Chair may put the matter to the vote, and to be passed, at least 80% of those present and voting must be in favour. Otherwise the resolution is lost

51. All acts done by any meeting of the Committee or of a sub-committee, or by any person acting as a Committee member, shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such member or person acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Committee member.

52. A resolution in writing, signed by all the Committee members entitled to receive notice of a Committee meeting, shall be as valid and effectual as if it had been passed at a Committee meeting duly convened and held, and may consist of several documents in like form each signed by one Committee member or more.

SECRETARY

53. The Committee shall appoint (and may remove) any person to act as Company Secretary in accordance with the Act provided that if a Committee member is appointed s/he shall not be paid.

THE SEAL

54. The Committee shall provide for the safe custody of a seal, if any, which shall only be used by the authority of the Committee and every instrument to which the seal shall be affixed shall be signed by a Committee member and shall be countersigned by the secretary or by a second Committee member or by some other person appointed by the Committee for the purpose.

ACCOUNTS

55. Accounts shall be prepared in accordance with the provisions of Part VII of the Act and the Charities Act 1993 in that the Accounts shall be audited or independently examined, depending on the level of annual turnover, at least once a year by the auditor or auditors or independent examiner appointed at the AGM.

ANNUAL REPORT

56. The Committee members shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that Act) with regard to the preparation of an annual report and its transmission to the Commissioners.

ANNUAL RETURN

57. The Committee members shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that Act) with regard to the preparation of an annual return and its transmission to the Charity Commissioners.

NOTICES

58. Any notice to be given to or by any person pursuant to the Articles shall be in writing except that a notice calling a meeting of the Committee need not be in writing.

59. The Company may give any notice to a member either personally or by sending it by post or electronic means to him/her or to his registered address or by leaving it at that address. A member whose registered address is not within the United Kingdom and who gives the Company an address within the United Kingdom at which notices may be given to him/her shall be entitled to have notices given to him/her at that address, but otherwise no such member shall be entitled to receive any notice from the Company.

60. Notice of every general meeting shall be given in any manner hereinbefore authorised to:

(a) every member except those members who (having no registered address within the United Kingdom) have not supplied to the Company an address within the United Kingdom for giving of notices to them;

(b) the auditor for the time being of the Company; and

(c) each Committee member.

No other person shall be entitled to receive notices of General Meetings.

61. A member present in person at any meeting of the Company shall be deemed to have received notice of the meeting and, where necessary, of the purposes for which it was called.

62. A notice shall be deemed to be given at the expiration of *72* hours after either the envelope containing it was posted or it was sent by electronic means.

INDEMNITY

63. Subject to the provisions of the Act every Committee member or other officer or auditor of the Company shall be indemnified out of the assets of the Company against any liability incurred by him/her in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in his/her favour or in which s/he is acquitted or in connection with any application in which relief is granted to him/her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

DISSOLUTION

64. Clause 8 of the Memorandum of Association relating to the winding up and dissolution of the Company shall have effect as if the provisions thereof were repeated in these Articles.

RULES OR BYE LAWS

65. (a) The Committee may from time to time make such Rules or Bye Laws as it may deem necessary or convenient for the proper conduct and management of the Company and for the purpose of prescribing classes of and conditions of membership, and in particular but without prejudice to the generality of the foregoing, it may by such Rules or Bye Laws regulate:

(i) the admission and classification of members of the Company, and the rights and privileges of such members, and the conditions of membership and the terms on which members may resign or have their membership terminated and the entrance fees, subscriptions and other fees or payments to be made by members;

(ii) the conduct of members of the Company in relation to one another, and to the Company's employees;

(iii) the procedure at General Meetings and meetings of the Committee and sub Committees in so far as such procedure is not regulated by these Articles;

(iv) generally, all such matters as are commonly the subject matter of Company rules.

(b) The Company in General Meeting shall have power to alter, add to or repeal the Rules or Bye Laws and the Committee shall adopt such means as they deem sufficient to bring to the notice of members of the Company all such Rules or Bye Laws, which, so long as they shall be in force, shall be binding on all members of the Company. provided, nevertheless, that no Rule or Bye Law shall be inconsistent with, or shall affect or repeal anything contained in, the Memorandum or Articles of Association of the Company.

AVP London:
Management Committee information pack

avpbritain
alternatives
to violence
project

Welcome to AVP London!

We are the London branch of a national charity, AVP Britain. The Alternatives to Violence project delivers workshops in prisons and the community to help people find ways of resolving conflict without resorting to or experiencing violence. AVP London is looking for volunteers to join our management committee and help with the strategic development of AVP London and its projects. This work is then delivered by the AVP London Coordinator. With new projects being developed such as work with young people on urban estates and workshops for homeless groups as well as moving towards accreditation of our work by the Open College Network, it is an exciting time to join AVP London.

We are particularly looking for volunteers with experience of fundraising, marketing or with experience of working with groups in the community.

What is a management committee?

The Management Committee (MC) is a small group of people who are responsible for governing AVP London. This includes decision making, supporting staff and ensuring that AVP fulfils its aims and objectives. The committee is also responsible for ensuring the sustainability of AVP through fundraising and good financial management.

The main roles and responsibilities:

The main responsibilities of the Management Committee as a whole include:

- To work with the committee as a group to achieve AVP London's aims and objectives.
- To provide strategic direction for AVP London, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- To ensure that AVP London has sufficient resources to carry out its work and that all resources and assets are well managed and used to meet its objectives.
- To ensure that AVP London complies with policy, procedures and quality standards of AVP Britain.
- To make sure that all staff are adequately supported and supervised.
- To participate in other tasks as arise from time to time, such as interviewing new staff, representing AVP at events or helping with fundraising.
- To ensure AVP London has representation on the AVP Britain National Action Group.

Expectations on management committee members:

On agreeing to be part of the management committee, members are expected to

- To attend all committee meetings (usually 6 a year held at times agreeable to members).
- To respond to the Coordinators requests for feedback or ideas between meetings.
- To keep informed about AVP London's work and the wider issues that affect it.

- To read minutes and other papers in preparation for the meetings.
- To send apologies if unable to attend meetings.
- To participate in any training and development activities to be a more effective committee member.
- To keep AVP London's business and personnel matters confidential.
- To declare any conflict of interest while carrying out the duties.
- To agree to act in accordance with AVP policies such as to Equal opportunities, Health and Safety.

Management Committee members: Person specification

Each management committee member must have:

- a commitment to AVP London and its objectives
- an understanding and acceptance of the duties, responsibilities and liabilities of the management committee
- a willingness to devote the necessary time and effort to duties as a Committee Member
- strategic vision
- good, independent judgement
- an ability to think creatively
- a willingness to speak their mind
- an ability to work effectively as a member of a team
- ability to communicate via email between meetings

Each management committee member will need experience of at ***least one*** of the following:

- paid or voluntary work for a local organisation or community group
- criminal justice sector
- developing programmes
- setting targets, monitoring and evaluating performance and programmes in commercial or non-profit organisations
- financial management
- legal matters
- fundraising
- recruitment and personnel management, including a knowledge of employment legislation
- public relations
- marketing
- computers and information technology

Building up your marketing contacts:

Organisation	How to get details	Tips
Solicitors	Community Legal Service Direct - www.clsdirect.org.uk	Particularly target Legal Aid Solicitors.
Doctors surgeries	www.nhs.co.uk allows you to search for local GP's/ services in your area.	
Libraries	A list of these can generally be found on the council website.	Often a central library will distribute to smaller branches.
Police stations	There is no national police website, try an internet search on your local area or use the local yellow pages.	Particularly community safety team or ASB coordinators.
Probation hostels	Contact details for local probation area teams can be found on: www.probation.homeoffice.gov.uk	
YOT services	Details can be found on the council website.	
Universities	www.ucas.ac.uk lists all UK universities.	You may want to particularly target welfare services that could signpost students to AVP workshops.
Community Centres/Drop in Centres	A list of these can generally be found on the council website.	Find out whether there is a notice board or leaflet rack to determine what type of publicity you send.
Sports Centres (leisure centres/clubs)	A list of these can generally be found on the council website.	Find out whether there is a notice board or leaflet rack to determine what type of publicity you send.
Mediation services	A list of these can generally be found on the council website.	
Mind	www.mind.org.uk – click mind in your area to search by postcode or region.	Some Mind groups have a local newsletter you can advertise in.
Council for voluntary services (CVS)	There is no central site for these, try an internet search on your local area CVS.	CVS often have an email bulletin that members can use or a magazine for adverts.
Homeless hostels/drop in centres	A list of these can generally be found on the council website.	
Domestic violence groups/women's services	A list of these can generally be found on the council website.	
Parent Support Groups	A list of these can generally be found on the council website.	
Local Churches/ Religious orgs	A list of these can generally be found on the council website.	
CVS orgs/support groups e.g.: drug and alcohol groups or women's groups	A list of these can generally be found on the council website.	

Examples of AVP advertising and posters:

avpbritain
alternatives
to violence
project

A name
X, Road
Town
County
Postcode

Date 2008

Dear

Thank you for your enquiry and interest in the Alternatives to Violence Project. AVP is a national charity running group workshops for anyone who wants to find ways of resolving conflict without resorting to violence, anger or aggression.

Each person brings their own personal experiences to the group workshop. These can range from having arguments, losing your temper, getting into fights, being bullied, experiencing anger and rage, lashing out or being the victim. Through these experiences AVP workshops explore building self esteem, confidence, trust and affirming what is good in ourselves and others. Improving communication skills and cooperating in a group are all also essential parts of the workshop as well as managing anger and dealing with difficult situations.

Our workshops are usually held over a weekend with a session on Friday evening and two full days on Saturday and Sunday. There are two Levels of workshop and you must start with the introductory Level 1. We have workshops taking place on the following weekends in **(workshop venue/location)**:

- Date: Level 1
- Date: Level 1
- Date: Level 2

The workshop costs **£insert cost** if you are in full time employment or there is a **£insert cost** concessionary rate and some free sponsored places available as well. Wherever possible the fee needs to be paid in advance. I enclose a leaflet with more details about the workshop as well as an information sheet and booking form. If you would like to attend a workshop please complete and return this form to AVP **(your region)** with a cheque to secure your place.

If you have any further queries please do not hesitate to contact me.

Best wishes,

Named regional contact
AVP (your region) Coordinator

AVP (Your region)
Address: A Road, a town, a county, postcode **Tel:** 00000000
Email: info@avpbritain.org.uk **Web:** www.avpbritain.org.uk
Registered Charity No: 1085709 Co. Ltd by Guarantee No: 4127409

Sample workshop booking form:

AVP London: Workshops Booking Information

Price Bands

1. Full rate £70
2. Concessionary rate £40
3. Free sponsored places, please contact AVP London for further details

Booking Conditions and Workshop Information

Times

Weekend workshops run during the following times*:
Friday: 6.00pm - 9.30pm
Saturday: 9.30am - 6.00pm
Sunday: 9.30am - 5.00pm
*subject to slight variation
Please contact AVP London for information on weekly courses.

Venue

Unless otherwise stated, all weekend workshops take place at the Grayston Centre, 28 Charles Square, London, N1 6HT. The nearest underground station is Old Street and we are able to provide limited off street parking and safe bike storage. The Grayston Centre is wheelchair accessible.

Food

Light refreshments are provided throughout the workshop but participants are asked to bring lunch with them on Saturday and Sunday. Light snacks are provided on Friday evening only.

Booking

To make a booking for an AVP workshop please complete the booking form attached and return it to AVP London at the specified address. Your place on the AVP workshop will only be secured on receipt of full payment. Please make cheques or postal orders payable to 'AVP London'. Please contact AVP London for alternative payment options.

Cancellations

A full refund will be offered if you choose to cancel at least 14 days prior to the start of the workshop. No refunds can be given if you choose to cancel less than 14 days prior to the start of the workshop or if you are unable to complete the workshop.

Workshop Booking Form

Please complete this form and return it with payment in full to: **AVP London, The Grayston Centre, 28 Charles Square, London, N1 6HT.**

Workshop details

Workshop date: _____
Level: _____
Price Band: ☐ £70 ☐ £40 ☐ Sponsored

Your details

Full name: _____
Address: _____
Postcode: _____
Telephone: _____
E-mail: _____

Please specify your preferred method of communication:
☐ Telephone ☐ Letter ☐ E-mail

If you are attending on behalf of an organisation or as part of training please specify your job title: _____

Please specify any special needs: _____

Payment details

☐ I enclose a cheque/postal order for £ _____ made payable to AVP London

How did you hear about AVP London?

To help us improve our publicity and reach more people please tell us where you heard about the project:

☐ Website
☐ Health Centre or Doctors Surgery
☐ Solicitor
☐ Voluntary Organisation (please specify) _____
☐ AVP Leaflets (please specify where you found it) _____
☐ Through a friend
☐ Other (please specify) _____

In accordance with the data protection act, I agree that my information may be held on file for the keep-in-touch purposes of AVP for two. It will not be supplied to any other organisation.

Signed _____ Date _____

Please return this form to AVP London or phone 020/7324 4757 if you have any queries.

avpbritain
alternatives
to violence
project

A name
1, a road
Town
County
Postcode

Date 2008

Dear

AVP Level x Workshop xth – xth Month

Thank you for booking your place on the AVP **Level x** workshop, I am really pleased you are able to make it and hope you are looking forward to attending.

Where: The workshop will take place at **[venue name]**. A map and directions are attached but do feel free to contact me if you would like any further guidance on how to get here.

When: The workshop will run during the following times with refreshment breaks at intervals:

Friday **x Month**: Arrive from 6pm to start at 6.30pm - 9.30pm
Saturday **x Month**: 9.30am - 6pm
Sunday **x Month**: 9.30am - 4.30pm

Catering: Tea, coffee and light refreshments will be provided throughout the weekend but we ask you to eat before you arrive on Friday. On Saturday and Sunday lunch will be provided, if you have any particular dietary requirements please let me know in advance.

Things to think about: You don't need to bring anything with you besides lots of energy and enthusiasm but you might find it helpful to think about these questions before the workshop:

1. What do you want to get out of the workshop?

2. What goals do you have? What challenges do you want to face?

3. What qualities and life experience are you bringing to the workshop?

You have an excellent team of facilitators running the workshop; they are **a, b, c** and **d**. I will also be there on Friday evening and look forward to meeting you.

If you are no longer able to attend the workshop or if anything unexpected arises I would be grateful if you could let me know. If you have any questions please do not hesitate to contact me, otherwise I look forward to seeing you on Friday **xth**.

Best wishes,

Regional Coordinator Name
AVP (region) Coordinator

Risk assessment guidance notes:

The purpose of risk assessment is to identify all possible causes of harm and the measures needed to avoid them. Risk assessments should enable resources to be directed where they are most needed. They should be done systematically but using common sense.

A risk assessment form should be filled in for each activity taking place by those responsible. There will be common features for most AVP workshops but each organiser and workshop team should consider whether there are special features which need extra attention.

It is not intended that this becomes an extra burden on a team but is seen as a helpful way of ensuring that all our activities are well considered in terms of safety and carry the lowest risks possible.

Hazards: a hazard is something that has the potential to cause harm – it might be physical or an aspect of the activity; each hazard identified should be recorded in a different row.

Particular risk: this identifies a person involved in the activity who is at high risk, e.g. someone known to have particular needs or disabilities

Hazard evaluation: the assessor makes a judgement including both the potential severity of the risk and the likelihood of it occurring and classifies it as low (L), medium (M) or high (H).

Action required / **taken:** this identifies the actions that are necessary to minimise the risk; it should state specific things that are required and actions already taken; where action has not been taken because it is judged to be impossible this should be stated clearly.

Remaining risk: this identifies the risk remaining after all precautions have been carried out; again a judgement is required as to whether the remaining risk is low, medium or high.

Reasonably feasible: if the remaining risk column contains a number of highs or mediums a judgement is required whether all has been done that can be done and whether it is advisable to proceed or not.

Review and report: every team has the responsibility at the completion of the activity to review whether there have been unidentified hazards or incidents which should be the subject of an incident report. This is necessary to minimise the risk of similar occurrences in the future and to provide on-the-spot evidence in case of a complaint or an insurance claim.

SAMPLE

RISK ASSESSMENT FORM: AVP WORKSHOPS

Activity being assessed:	Location of activity:	Date of activity:
Name of assessor:	Judgment as to whether activity is reasonably feasible: **Yes** / **No**	Review date:

Hazards	**Particular risk**	**Hazard evaluation (H, M, L)**	Action Required	**Remaining risk (H, M, L)**
Trip or collision during an active 'Light & Lively'	Anyone who is unfit or has a physical disability	M	Adequate briefing of all present; reminder of option to 'pass'.	L
Emotional impact or upset	Anyone who happens to be in a particularly fragile or vulnerable mental state	M	Adequate briefing. Availability of several facilitators; awareness of possible pastoral care back-up	L
Inappropriate sharing or disclosure	Anybody	L	Set ground-rules and remind if it seems necessary	L
Food poisoning or other food-related problem	Anybody – particularly those with special needs	L	Check on special food needs in advance. Only use reliable food suppliers. Warn all volunteers of their responsibilities.	L

Template risk assessment form: AVP workshops

Activity being assessed:	Location of activity:	Date of activity:
Name of assessor:	Judgment as to whether activity is reasonably feasible: **Yes** / **No**	Review date:

Hazards	**Particular risk**	**Hazard Evaluation (H, M, L)**	Action required	**Remaining Risk (H, M, L)**

AVP Level 1 kit list:

In this kit box you will find the following resources. At the end of each workshop please tick what you have used up that will need replacing before the next workshop:			
In the box (unless stated)		**In the black arch file (unless stated)**	
RESOURCES:		**FORMS**:	
Address labels for role play		Fire regs: Signing in sheet on clipboard (spares in file)	
Biros		Complaints procedure	
Blue tac		Equal opportunities policy	
Building blocks (Laminate posters)		Health and Safety policy	
Card for affirmation posters		Risk assessment form	
Card to lean on		Session plan	
Coloured felt tip pens		Facilitator expenses form	
Coloured paper		Facilitator evaluation sheet	
Construction kits (please request these)		Participant evaluation sheets	
File of pictures		Expression of interest forms	
Flip chart paper		Facilitator certificates	
Foam balls		Leaflets to display	
Laminated cards I messages (in box)		**End of Workshop Pack for Participants:**	
Laminated cards TP (in box)		Certificates	
Laminated cards 6 point problem solving (in box)		Forthcoming workshop dates	
Marker pens		Handouts and further help list	
Masking tape		**HANDOUTS AND RESOURCES:**	
Newspaper (In separate bag)		Transforming power (TP) Mandala	
Pencils			
Resource file: Other helpful organisations/services (for display)		Questions on TP	
Scarf		Guide to TP	
Scrap paper		TP Mandala Handout	
Sellotape		I messages The Formula	
Scissors		Teaching I messages	
Shaker		Instructions for groups setting up role plays	
Stopwatch		6 point problem solving	
String for yarn toss		Broken squares envelopes	
Tissues		Lost at Sea exercises	
		Moon explorer exercises	
		AVP people handout	
		How do you feel?	
		How do you feel today?	

FACILITATORS: After every workshop please note below anything that was missing and you would like to be added for future workshops:

Date of workshop:

This kit needs:

Please return this form to the kit box – thank you for your help.

AVP Level 2 kit list:

In this kit box you will find the following resources. At the end of each workshop please tick what you have used up that will need replacing before the next workshop:

In the box (unless stated)		**In the black arch file (unless stated)**	
RESOURCES:		**FORMS**:	
Address labels for role play		Fire regs: Signing in sheet	
Biros		Complaints procedure	
Blue tac		Equal opportunities policy	
Card to lean on		Health and Safety policy	
Coloured felt tip pens		Risk assessment form	
Coloured paper/card for posters (in red file)		Session planning sheets	
File of pictures		Facilitator expenses form	
Foam Balls		Facilitator evaluation sheets	
Laminate cards I messages		Guidance for workshop teams (re: TforF)	
Laminate cards TP		TforF recommendation forms	
Laminate cards 6 point problem-solving		Participant evaluation sheets	
Level 2 Manual and supplements		Expression of interest forms	
Masking Tape		Facilitator certificates	
Pencils		**End of Workshop Pack for Participants:**	
Resource File: Other helpful organisations/services (for display)		Certificates	
Scarf		Forthcoming workshop dates	
Scrap paper (in blue file)		TfF pack for participants/handouts	
Sellotape		**HANDOUTS AND RESOURCES:**	
Scissors		AVP people sheet	
Shaker		Broken squares	
Stopwatch		Gatherings: Suggestions	
String		Consensus handout	
Tissues		Coloured dots	
		Guidelines to Transforming Power (TP)	
Additional items provided:		Instructions to groups setting up role plays	
Flip chart paper		Guidelines for resolving conflicts between individuals (6 point problem solving)	
Newspaper		Assertive statement styles (Gotcha!)	
Construction kits (if requested)		Basic human rights (Gotcha!)	
		Instructions to groups - masks	
		Quotations on non violence	
		Quotations on fear	
		Quotations on forgiveness	
		Quotations on power	
		Perceptions exercise scenario fact sheet	
		Outline of human figure: Facts/feelings man/woman	

FACILITATORS: After every workshop please note below anything that was missing and you would like to be added for future workshops:

Date of workshop:

This kit needs:

Please return this form to the kit box – thanks for your help.

The Alternatives to Violence Project
Recommended reading:

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to violence
project

Now you have completed an AVP workshop, you may want to develop what you have learnt or get some further help. Please find below a list of resources you can get and use at home:

- **Non - Violent Communication A language of life:** Marshall Rosenberg
  Published by: PuddleDancer Press (www.nonviolentcommunication.com)

- **Getting to yes:** Roger Fisher and William Ury.
  Published by: Random House

- **Managing Anger: Simple steps to dealing with Frustration and Threat:** Gael Lindenfield. There are also books on self esteem, confidence and assertiveness by the same author.
  Published by: Thorsons

- **I'm okay – you're okay:** Thomas A Harris
  Published by: Pan Books Ltd

- **Caring enough to confront:** David Augsberger
  Published by: Regal Books

- **How to talk so kids will listen and listen so kids will talk:** Adele Faber and Elaine Mazlish. Published by: Piccadilly Press

- **Assertiveness and you:** Ann Dickson.
  Published by: Quartet Books

- **A sudden outbreak of common sense: Managing conflict through mediation**
  Andrew Acland. Published by: Random House Business Books

- **Feel the Fear and Do It Anyway:** Susan Jeffers
  Published by: Vermilion

- **End The Struggle and Dance with Life**: Susan Jeffers
  Published by: Mobius; New Ed edition

The Alternatives to Violence Project:
Workshop Report

AVP [Insert Region], [Insert Workshop Venue], [Insert date]

Participant name:	
Workshop facilitated by: **(please provide contact details)**	
Workshop attended:	Alternatives to Violence Project, Level 1
Hours completed:	18 hours
About this workshop:	Level 1 Example: AVP workshops help develop people's ability to resolve conflict and difficult situations without resorting to violence, anger or aggression. Through participation in a group session, participants explore and practice new ways to communicate effectively, ways of cooperating and working together, tools to manage conflict and anger as well as building confidence and self esteem.
Core modules completed:	Level 1 Example: • Affirmation (of self and others) • Good listening • Practicing listening skills • Non blame statements (communication) • Participation in group work • Participation in discussion • Problem solving skills
Feedback:	*Please give feedback on the participant's progress during the workshop, commenting on the following areas:* • Did the participant join in fully in activities and discussions? • What specific contributions did they make? • Did you see the development of any new skills and/or insights gained by the participant? **Note:** *Feedback given by facilitators should always be agreed with the individual participant.*

AVP workshop: feedback

Please tell us about your experience of the workshop to help us improve our workshops in the future. All your comments are anonymous:

Date of workshop:	**Venue:**			
How did you hear about AVP workshops?				
How do you rate the following (please tick one box):	☺	😐	☹	pass
The information you received before the workshop:				
The venue:				
The catering:				
The timing of the sessions:				
The cost of the workshop:				
Any further comments about the organisation of this workshop:				
Would you recommend this workshop to other people?			**Yes**	**No**
Why or why not?				
What activities did you find useful or enjoy? In what way were they useful? What activities were least useful and was there anything you really disliked?				
Name one thing you got out of the workshop: Has the workshop helped you to deal with conflict/violence? If so, how?				
What were your facilitators like?				

Are you…….

Female ☐ Male ☐

Under 25 ☐ 26 - 35 ☐ 36 – 45 ☐ 46 - 55 ☐ 56 - 65 ☐ 65+ ☐

Please circle:
White: British / Irish / Other
Black/Black British: African / Caribbean / Other
Asian/Asian British: Indian / Bangladeshi / Pakistani / Other
Mixed: White and Black Caribbean / White and Black African / White and Asian / Other
Chinese/Chinese British: Chinese / Other
Other ethnic background: please specify:……..

Do you have any disabilities?
Physical or sensory ☐ Learning disability ☐ Mental health problems ☐

Expression of further interest in AVP

Please fill in this form if you would like more information about AVP or if you are interested in finding our about AVP events or helping your local group. If you fill in this form you will need to supply your name and address but these will **not** be passed on to any other organisation.

The workshop was held at: **Date:**

	Please tick one:	
	Yes	**No**
1. Are you interested in taking part in another AVP Level 1 workshop?		
2. Are you interested in taking part in a Level 2 workshop?		
If yes, are there any particular topics you are interested in?		
3. Would you like to be on the AVP London mailing list and receive information about workshop dates and AVP news?		
4. AVP is run mainly by volunteers and we are always looking for offers of help, big or small. Would you consider helping AVP (region)?		
If yes, what could you help with? (E.g. delivering leaflets in your local area, organising a fundraising event, help with setting up a workshop, offering admin support etc) Do you have any particular skills you could offer? (E.g. photography, design, IT etc)		
5. We are always looking for people to share their experience of AVP and what they have learnt. Would you be interested in being a case study for AVP and sharing you story via our website or media articles. This can be anonymous if you prefer.		
6. Please provide your contact details Name: Address: Email address: Telephone number:		

Thank you for your help.

AVP: Facilitator evaluation

After your team debrief, please go through this evaluation and discuss your answers all together. Please complete this evaluation and return it to your local group coordinator with:

- A list of names of participants who have completed the workshop
- A copy of your agenda (as delivered) with comments on the effectiveness of exercises and any feedback.
- The participant evaluations

The workshop and facilitators	**Please tick one:**		
	L1	**L2**	**TforF**
Level of workshop:			
If Level 2, specify the workshop topic			
Please list the facilitators: 1) 3) 2) 4)			
Date of workshop:	Local group:		
Workshop venue:	Session times:		

The team and workshop delivery
1. How did the team function?
2. Were there any factors that affected the workshop? (E.g. size of group, special needs, session times)
3. What do you consider went well? Which exercises worked well or didn't? (please also attach agenda and comments)

4. What might have been done differently to improve the workshop?
5. Note any interesting comments or feedback from the participants/staff:
6. Did you identify any facilitator training needs?

Support from your local group	**Excellent**	**Good**	**Average**	**Poor**
Pre workshop preparation and information				
Kit and materials				
Contact and liaison during the workshop				

Please make any further comments and list any ways in which your local group could improve the support it offers facilitators:

Equal opportunities statistics: Using the participant evaluation forms, please list how many:

Female:	**Male:**

Age:
Under 25:
26 – 35:
36 – 45:
46 – 55:
56 – 65:
65+:

Ethnic background: please list

Physical sensory disability:	**Learning disability:**	**Enduring mental health problems:**

AVP Britain: Expenses claim form

Name:

Address:

Tel:

Expenses: Please attach receipts where possible.

Date	
Activities Covered	
Budget heading (e.g. Workshop, PAG, Management Committee)	
Personal	
Travel	
Meals/refreshments	
Accommodation (B&B)	
Training/Conferences	
Workshop	
Room Hire	
Catering	
Materials	
Admin	
Postage	
Printing/stationary	
Advertising/publicity	
Telephone	
Other (please specify)	
TOTAL:	

I confirm that the above expenses have been made on behalf of AVP Britain.

Signed: **Date:**

Please return your completed form to your regional coordinator with signed receipts.

(For Office use only)

Date paid: Cheque number:

Workshop Proposal

The Alternatives to Violence Project, (Your group) and (Name of Organisation)

Organisation:

Organisation Name: The Alternatives to Violence Project, **(Your regional group)**
Contact: **(Your regional Coordinator)**
Charity No: 1085709
Address: **(Your regional office address)**
Telephone: **(Your regional office telephone number)**
Email: **(Your regional email address)**
Website: www.avpbritain.org.uk

About AVP: The Alternatives to Violence Project is a national charity running group workshops for anyone who wants to find ways of resolving conflict without resorting to violence, anger or aggression. AVP also has a facilitator training scheme for individuals who want to develop group work practice and deliver AVP workshops themselves.

Each person brings their own personal experiences to the group workshop, these can range from having arguments, losing your temper, physical fights, being bullied, experiencing anger and rage, lashing out or being the victim. Through these experiences AVP workshops explore building self esteem, affirming what is good in each other, building a community and trust. Improving communication skills and cooperating in a group are all also essential parts of the workshop as well as managing anger and dealing with difficult situations.

**(If your proposal is to an organisation you or another region has worked with before e.g. Mind, insert some information about previous work or partnerships)*

AVP workshops: AVP has three levels of workshop. The Level 1 and 2 explore the causes and alternatives to violence and provide an opportunity to experiment with new ways of handling situations. The third workshop is Training for Facilitators (TforF). This workshop is an opportunity for those people that have attended Levels 1 and 2 to go on and train as a workshop facilitator themselves. Participants will develop effective communication skills, teamwork, leadership qualities and the ability to work with groups and facilitate AVP workshops. Volunteering also enables them to engage with their community and build skills, confidence and a work record.

Length of workshop: A full AVP workshop is 16 hours long. This can be delivered in a number of ways to be most suitable for the participants. We could run 3 sessions on consecutive days, two full days (in the week or at the weekend) or a series of weekly sessions for a period of around 6 weeks. Sessions are planned in consultation with staff taking into account any particular needs within the group. The sessions include games, role play and activities as well as discussion and there is very little reading or writing involved.

Number of participants: The workshop can be open to staff, volunteers and service users and the group can range from 8 – 18 participants. It is advisable to have at least 15 people signed up to attend as it is usual for people to drop out at the last minute.

Equipment and organisation:

AVP will provide:

- At least 3 facilitators to lead the workshop
- Any information leaflets or publicity materials to help promote the workshop
- All materials and resources needed to deliver the workshop
- Certificates for those participants that complete the workshop

(The organisation) will need to provide:

- A key contact who will liaise with AVP on arrangements
- A suitable room where the group can work uninterrupted
- A flipchart stand or white board
- Refreshments

Notice needed to arrange a workshop: AVP facilitators are volunteers so we need adequate time to book them up and also to advertise and promote the workshop. We would therefore require at least one months notice.

Cost: AVP facilitators are all volunteers so any fee is charged only to cover travel, accommodation and subsistence expenses, any workshops materials, administration and a contribution towards core costs. The cost may vary depending on the way in which the workshop is delivered by as a guide we envisage a full workshop costing around **£insert price**. If you have a group of 15 participants this is just £**insert cost** per person for a full workshop

Workshop outcomes:

Participants will:

- Improve their self-esteem and build confidence.
- Develop effective communication skills to deal with sensitive or aggressive situations.
- Have an opportunity to work in a group and develop cooperation and effective team work.
- Have an opportunity to address issues around anger, frustration and violence.
- Have a safe space from which to experiment with new ways of handling problems or difficult situations.
- Develop their ability to resolve conflicts effectively and calmly.

Recommendation*:

**You may have a letter of recommendation from another group you have worked with, if so enclose that with your proposal or select key quotes e.g.:*

"We have been overwhelmed by the commitment shown by AVP facilitators and their skill in enabling some very vulnerable people to participate successfully in personally challenging activities"

Jackie Lewis: Director, Doncaster Mind

You may also wish to include quotes from workshop participants.

Contract between AVP (xxx) and XXX

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The **Alternatives to Violence Project, (xxx)** agrees to:

1. deliver **x** workshops on **(insert dates)** for **(name of organisation)**.
2. provide a key contact person **(insert name and job title)** to coordinate the workshop.
3. provide publicity materials to promote the workshop.
4. coordinate a team of 3 - 4 facilitators to deliver the workshops. All facilitator details will be provided in advance and the team will introduce themselves to the relevant staff at the beginning of the workshop.
5. provide all the kit materials and certificates required for the workshop.
6. ensure that all participants complete workshop evaluations. A report of these will be presented at the end of the workshop.
7. arrange a meeting or debrief phone call to review the workshop.
8. adhere to any internal policies or procedures.

(Name of organisation) agree to:

1. budget **£x** for the workshop, to be paid within 1 month of workshop delivery. If **(organisation name)** cancels the workshop within 14 days of the start date, no charge will be made. If the workshop is cancelled less than 14 days before the workshop or during the workshop, the fee will still be charged.
2. provide a member of staff to be a key contact for the workshop.
3. distribute information leaflets and encourage sign up.
4. set aside a suitable room for the workshop with chairs and a flipchart.
5. provide refreshments.
6. provide staff feedback after the workshop.
7. to attend a meeting or hold a telephone call to review the workshop.

Agreed between: and:

Date:

Workshops in partnership: Template participant evaluation form

AVP workshop feedback:

Please tell us about your experience of the workshop to help us improve our workshops in the future. All your comments are anonymous			
	L1	**L2**	**TforF**
Level of workshop:			
Date of workshop:	Venue:		
Your feedback on the workshop and facilitators:			
What activities did you find useful or enjoy? In what way were they useful? What activities were least useful and was there anything you really disliked?			
Would you recommend this workshop to other people?		**Yes**	**No**
Why or why not?			
If we run more workshops for **(name of organisation)** what could we do to make the workshop better next time?			
Name one thing you got out of the workshop:			
What were your facilitators like?			
What did you think of the session times:	**too long**	**okay**	**too short**

Are you……. Female ☐ Male ☐

Under 25 ☐ 26 - 35 ☐ 36 – 45 ☐ 46 - 55 ☐ 56 - 65 ☐ 65+ ☐

Please circle:

White: British / Irish / Other
Black/Black British: African / Caribbean / Other
Asian/Asian British: Indian / Bangladeshi / Pakistani / Other
Mixed: White and Black Caribbean / White and Black African / White and Asian / Other
Chinese/Chinese British: Chinese / Other
Other ethnic background: please specify:……..

Do you have any disabilities?

Physical or sensory ☐ Learning disability ☐ Mental health problems ☐

AVP Partnership workshop: Staff evaluation

This form will be used by AVP to gather your feedback and comments from the recent AVP workshop. The data gathered may be recorded to help us improve our service delivery but will be kept strictly confidential.

The workshop was held at: _____

Date of workshop: _____

Please tick one box:	**Excellent**	**Good**	**Average**	**Poor**
1. How would you rate the information and publicity materials you received before the workshop?				
Is there any other information or support you would find useful? Do you have further comments?				
2. How would you rate the workshop facilitators?				
Any further comments about the facilitators and their delivery of the workshop:				
3. How would you rate the timings of the sessions?				
Can you suggest different delivery times or format?				
4. Have you noticed any changes in **(your resident's/client's/volunteer's/staff)** behaviour or relationships with each other? Do you think the workshop has had any impact on the environment at **(the organisation)**?				
Please include any anecdotes or comments you have noticed (you do not have to use names):				
5. Can you pass on any feedback from **(your residents/clients/volunteers/staff)** that we might find useful?				
6. Do you think AVP should continue to deliver workshops at **(organisation)**? If so, how can we improve what we do or make it more relevant to your **(your residents/clients/volunteers/staff)**?				

Thank you for your feedback and ideas.

AVP prison information sheet 1

The following forms are to be completed by *all* AVP Regional coordinators considering setting up new prison projects. AVP receives many requests for work in prisons and unfortunately we do not have the resources available to work with them all. The purpose of these forms is to help regional groups and the prison affairs group (PAG) assess a prison's suitability for work with AVP. The questions below are based on the AVP prison selection criteria outlined in the 2007 AVP prison project strategy. If a prison is found suitable for work with AVP; then regional groups will receive support from PAG in setting up and coordinating the new project. PAG support will include support in writing business cases and contracts, support for less experienced facilitators and advice on best practice (full details of the range of support offered by PAG is outlined in the 2007 PAG strategy). The following forms should be completed and copies sent to the PPC and/or PAG, regional groups will then receive a response from PAG.

Note: *Please inform the PPC of any new prison enquiries to your region.*

Stage 1: Assessment of prison suitability
(Please complete this section following an initial enquiry)

1. **Name of prison:**

Please include prison contact details (including full address, telephone, email)

2. **Communication:**

When and how was the initial contact made (was it by the prison or AVP)?
What information has been sent out?

3. **Name of regional group and coordinator:**

Do you have a regional coordinator able to sustain effective liaison and a continuing relationship with the prison?

4. **Regional group interest:**

Why do you want to work in this prison? What support do you have locally?

5. **Prison interest:**

Why does the prison want to work with AVP? What is their need?

6. **Prison category:**

Please include any additional relevant information about the prison set up.

7. **Prisoner turn over:**

What is the average length of stay per prisoner?

8. **Prison liaison support[1]:**

Do you have a contact within the prison that is committed to helping establish AVP workshops?

9. **Logistics:**

Are there prison staff available to escort facilitators on and off site, and to be available throughout the workshop? Do the prison have a suitable workshop room?

10. **Willingness to work with volunteers:**

Does the prison have a reputation for, or willingness to, work well with volunteers?
Do any other voluntary organisations work with the prison?

11. **Interest in experiential group work:**

Is the prison interested in setting up experiential group work and/or AVP?
Why does the prison want to work with AVP?

12. **Funding available:**

Did you specify to the prison what costs were involved? What was their response?

13. **Any additional Comments:**

Please submit this form to the PPC. The details will then be referred to PAG to make recommendations.

PAG recommendations:

Name: **Date:**

[1] Your local Clinks representative should be able to help you in answering questions 5-7 from their knowledge of other voluntary groups working at the prison.

Prison information sheet 2

This form is to be completed by regional coordinators after your initial meeting with prison staff. The purpose of this form is to help regional groups and the prison affairs group (PAG) assess the feasibility of setting up a new prison project and to highlight any potential pitfalls prior to implementation. The form should be completed as part of the initial visit to the prison and a copy forwarded to the PPC and/or PAG.

Stage 2: Meeting with prison staff:

Date of meeting:

Name of AVP regional group coordinator/members present:

Name of prison staff present:

1. **Sign up/targeting prisoners:**

How will prisoners be targeted to attend AVP workshops? What suggestions do staff have to encourage sign up?

2. **Programme scale[2]:**

Is a Rolling Programme feasible?
How many workshops and at what level are proposed per year? Please explain why this has been proposed.

3. **Funding[3]:**

What funding is available?
Does the prison have funding or are they willing to lead applications for funding?

4. **PSO4350 accreditation[4]:**

Do they require a business case application for accreditation?
You will need support from the prison to complete sections of the business case. Who will supply AVP with the necessary information?

5. **Focus:**

---

[2] AVPB believes that for participants to gain maximum benefit from AVP, wherever possible a rolling programme of workshops, which includes Level One, Level Two and Training for Facilitators should be accessible in prisons that have an AVP programme.

[3] The Prison Affairs Group asks that local groups, in the first instance, seek funding from the prison. Where a region is contemplating applying for external funding, this should be done in partnership with the prison. This will not only add weight to the application, but will also ensure that prisons value AVP.

[4] Prison Service Order (4350 - Effective Regime Interventions) launched in 2003 asks that any outside interventions (like AVP) be approved before the programme can be run in a prison establishment. AVP London was approved under PSO 4350 by the London area office in May 2007 for work in HHP Brixton Prison. The Prison Project Coordinator has a template business case and can help regions in putting together an application if they are required to submit a proposal.

At what stage do they want to focus AVP, for example at Induction, as part of resettlement etc.?

6. **Timing:**

What session times would be available?
Is a 16 hour programme operationally feasible?

7. **Additional information:**

Were any issues raised about the format of the workshops that may affect the integrity of the programme?

For example: prison staff training as facilitators or participating in workshops, not being able to run sufficient core hours, low literacy and language skills.

Prison information sheet 3

This form is to be completed by *all* AVP regional coordinators setting up new prison projects. The purpose of this form is to help regional groups and the prison affairs group (PAG) ensure AVP best practice is followed. Please refer to the section on setting up prison workshops in the regional group handbook**.**

Stage 3 – Set up checklist:

1. **Prison name:**

2. **Prison liaison manager:**

Has the prison liaison manager read and agreed to the job description outlined in the new AVP local group handbook?

3. **Regional group coordinator:**

Has the regional coordinator read section four of the regional group handbook?

4. **Taster Arranged (please include date):**

5. **Draft Contract:**[5]

Contract Reviewed by PPC/PAG (name and date):
Contract Signed by prison and regional group (name and date):

6. **Funding agreed:**

Please include details of what funding has been agreed.

7. **PSO 4350:**

Please refer to the relevant section of the handbook. If you require additional support to complete the business case, please contact the PPC.

Application Reviewed by PAG/PPC (name and date):
Application submitted (name and date):
Application reviewed:
Approved/rejected/rejected pending recommendations (Please delete where appropriate)

Application resubmitted (name and date)
Approved/rejected/rejected pending recommendations (Please delete where appropriate)

8. **Workshops planned (please include dates if known):**

[5] Please refer to the draft prison contract in the AVP regional Groups Handbook. If you would like support in developing a new contract, please contact the PPC. Please note that a copy of the contract should be reviewed by PAG/PPC.

9. **Evaluation:**

Is the prison able to offer any additional resources to evaluate AVP?
Is there a local university that could help support an external evaluation?

10. **Support**

Please include any additional support that your region would like in supporting the long-term development of this project.

The Alternatives to Violence Project

Our organisation:
The Alternatives to Violence Project, Britain is a national network of volunteers running workshops for anyone who wants to find ways of resolving conflict without resorting to violence. We currently work in the community and in prisons throughout Britain.

Our philosophy:
AVP understands that conflict is a natural and normal part of life, and that it is possible to learn new ways of handling it. Our workshops draw on everyday experiences helping us to move away from violent or abusive behaviour by developing other ways of dealing with conflict.

Our track record:
AVP started work in British Prisons in 1992 and has worked in over 30 prisons across the UK. During this time we have run workshops for diverse groups including prisoners, prison staff, young offenders, the police, domestic violence workers, homeless groups and many individuals in the community who wanted to address the violence in their lives.

Our partners:
We have worked in partnership with Mind, Youth Offending Teams, Sure Start, Barnardos and with a variety of local community groups.

Comments about our work from Prison Service Staff:

'I have seen a real change in many of the men who have undertaken the project. It seems to give them better understanding of self and an ability to help other people deal with issues and problems. The AVP programme fits well with accredited offending behaviour courses and offers opportunities for participants to practice and develop skills taught on accredited thinking skills programmes. The AVP programme has been a major contributor to the success of HMP Wymott and its' rebuilding in the past few years'

Jon Parkin, Former Governor HMP Wymott

'*After an AVP workshop prisoners are enthusiastic about skills and the experience of fellowship. They realise they have the capacity to manage situations much better than they thought in the past'*

Tim Newell, Former Governor HMP Grendon

'*The Alternatives to Violence Programme provides a well structured and accessible experience for prisoners to learn how to communicate and express their feelings, without losing control and in a way that they can be heard and acknowledged by others. AVP can demonstrate success in many establishments and most importantly feedback from prisoners demonstrates personal success and satisfaction with the new skills gained'*

Gill Brigden, Head of Violence Reduction, Safer Custody Group

Key benefits of AVP workshops:

For Prisoners:

- Develops their ability to resolve conflict without resorting to violence
- Improves self esteem, confidence and self awareness
- Encourages participation in group work and a sense of personal responsibility in the prison community
- Helps prisoners to accept responsibility for their behaviour and consider the effect they have on others
- All inclusive workshop with very little reading or writing involved, no barriers to participation
- AVP provides opportunities for the development of leadership through workshop participation, training to become a facilitator and subsequent involvement in and outside the prison.

For Staff:

- The change in behaviour of prisoners improves relations with staff and amongst prisoners
- Enhanced wing management through leadership in resolving conflict situations
- Provides professional development opportunities.

For Prison establishments:

- The format of the workshops is flexible and requires minimal time
- Very few resources are needed from the prison
- Low cost as facilitators are volunteers
- Enhances Anti – Bullying programmes
- Contributes to restorative justice initiatives
- Changes the culture of a wing that has become negative or prone to violence
- Assists in reducing assaults
- Encourages take up of further learning opportunities and personal development through a reintroduction to the learning environment and increased confidence
- Provides opportunities for resettlement and support beyond prison.

Participant comments about their experiences of AVP workshops:

'I have been in prison 17 years, and have completed all the different programmes available and AVP is the only one that has created a change in me.'

'Before I went to AVP I felt that it was going to do nothing for me…it was just going to make me worse, but when I got there I felt that this might just do something for me and it DID. I don't get angry anymore…I sit down and talk about the problem and it is so much easier and that was because of AVP…'

'During my three day workshop I discovered that violence can be in us all – it need not be physical; that a vitriolic tongue can often have the same effect as a well placed punch and both can leave a mark on another.'

The logistics of running an AVP workshop:

Length of workshops:
In prisons, sessions can be tailored to the requirements and regulations of the particular prison. However, at least 16 hours are required for satisfactory delivery of the core 'curriculum'. Currently prisons run workshops over 3 days either consecutively or on a weekly basis to meet this requirement. However, a combination of sessions may be held over a number of days to suit a specific client group requirement.

Number of participants:
AVP recommends between 8 - 12 participants.

Space required:
Workshops require a room large enough to take a circle of chairs (size dependant on numbers in the group) and where privacy is maintained.

Other requirements:
White board or flip chart stand
Security clearance for facilitators and materials
Tea and coffee facilities
Prompt arrival of participants for each session

Costs:
The workshops are run by volunteers therefore the costs are kept to a minimum. The average cost for a three day workshop, involving an external facilitation team of 3 or 4 people is £1000. The cost depends on the circumstances of each prison and is subject to negotiation.

Content of AVP workshops programme:

The full AVP programme involves participants taking part in a Level one (core curriculum) and a Level two workshop with the option, if appropriate, to continue to a "Training for Facilitators" workshop. The learning method is experiential - participants work together on exercises, fun activities, discussions and role-plays.

Level one workshops: Introduction to AVP

These workshops aim to build a community within a group of people. This community develops trust and the confidence to share experiences, feelings and concerns and to explore different ways of handling situations to manage or resolve conflicts in a constructive way. By the end of the workshops participants should be starting to:

- Affirm themselves and look for good points in others
- Begin to empathise with others
- Demonstrate improved listening skills
- Find ways of communicating non-aggressively - perhaps able to give and receive non-blame statements
- Take responsibility for their feelings and actions
- Demonstrate a more reflective approach to situations
- Develop strategies for dealing with difficult situations
- Use a problem-solving approach to conflict.

The workshops build on the four themes of AVP:

1. Affirmation/Self-Esteem
2. Communication Skills
3. Building Community and Trust
4. Conflict Resolution/Management.

Key components of each Level one workshop would be:

- The philosophy and themes of AVP
- Listening skills
- Affirmation and Group Building
- Exploration of violence and its opposite
- Working together co-operatively
- Introducing the concept of Transforming Power
- ‘You’ messages and ‘I’ messages
- Seeing a conflict from another’s point of view and exploring other outcomes
- And finally, preparing the ground so that undertaking a Level two workshop will be productive.

Level two workshops: Advanced problem solving and consensus

A Level two AVP workshop follows a standard format of:

- Part 1: Building Community, Setting Goals and Group Decision
- Part 2: Focus on Subject Chosen by the Group
- Part 3: Unfinished Business and Closure.

Part 1: Building community, setting goals and group decision

- AVP workshops depend greatly on building a community within the group; Level two workshop participants may not have met before and need to gel. There also needs to be an opportunity to recapture thoughts and experiences from the Level one workshop.
- The Transforming Power concept is introduced again and opportunities for expanding understanding of this important AVP concept are provided.
- Individual goals will be explored and then these will be combined with other participants' goals. This leads to a group decision regarding the subject matter for the weekend. The process leading towards this decision is seen as an important learning experience for the group.

At times the focus will have been decided prior to the group meeting - if this is so the facilitators will encourage participants to explore their goals within this focus.

Part 2: Focus on subject chosen by the group

The group will choose a topic that is an issue that blocks the way of non-violence; it will be a topic that has meaning and creates challenges for the group. Examples include anger, fear, gender relationships, power. This topic will then be the basis for about three sessions of the workshop.

Part 3: Unfinished business and closure

By this point the facilitators will be clearer about the issues the whole group needs to work on. The remaining sessions of the workshop are then devoted to fulfilling these needs and ensuring a useful closure.

Level three : Training for facilitators ("T for F") workshops:

The theme of "T for F" workshops is empowerment. Our goal is to empower individuals as leaders and facilitators. The main aims of these workshops are to:

- Learn to work as part of a team
- Learn to give and receive feedback
- Practice skills as a facilitator: preparing workshop agendas, presenting and processing
- Develop insight into transforming our own potential for violence
- Learn to personally communicate the concept of "Transforming Power"
- Develop skills in facilitating and debriefing role plays
- Learn to build a sense of community in a workshop
- Develop self-confidence as a facilitator.

After the initial workshop a new prisoner facilitator will serve as an apprentice on a series of workshops. They will receive a log-book to record their progress. It is hoped that ongoing support group meetings will be established in the prison to involve previous participants of workshops and apprentice facilitators. These meetings will provide a space for developing the skills learnt on workshops and give apprentices an opportunity to facilitate simple exercises to develop their facilitation skills.

AVP Britain prison start up fund: Criteria

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Main Purpose:

To enable regional groups to start new work in prisons. AVP Britain wishes to support regional groups who are undertaking this work. It is also important that such workshop programmes have a chance of being sustainable.

A programme is more likely to be sustainable if:

- There is a written agreement between the prison and the regional AVP group.
- The regional group reviews and evaluates their work on a regular basis with prison staff connected to the work.
- The regional group is able to receive some commitment to funding the workshops from the prison itself.

The prison start-Up fund could pay for:

- the expenses of running the first three workshops in a prison (travel, accommodation, equipment, food)
- a taster workshop for interested staff/prisoners

The prison affairs group ask that regional groups first seek financial support from the prison and only apply to the start-up fund if this is not available. It is also important to plan how the programme will continue after the first year. Would the prison enter an agreement to fund the programme after this, subject to how the first three workshops go? Would the regional group seek funding from other sources e.g. charitable trusts or the "Awards for All" scheme?

In applying to the start-up fund, PAG will want to hear about your plans both for the number of workshops you are planning and how you will evaluate the success of your first year. They will also want to receive a copy of the written agreement with the prison.

To apply to the fund please fill in the attached application form.

AVP Britain prison start up fund:
Application form

To help the prison affairs group consider your application, please give as much of the following information as you can. Please continue on separate sheets if necessary.

1. Name of Group:

2. Main contact:
   Address:
   Tel:
   Email:

3. Which prison you are planning to work in:

Name and role of person you liaise with at the prison:

4. What are your plans? Give details of what funding is required for e.g. accommodation/travel costs

5. After completing your start-up project what do you hope to do next in the prison?

6. How much money do you need?
   Please give detailed accounts of how requested funds would be spent.

   Name to which cheques should be made payable:
   Address:
   Tel:
   Email:

7. How do you plan to fund the work after the start-up project?

8. How do you plan to review and evaluate the start-up project?

Please enclose a copy of your contract with the prison and return to PAG.

Pro forma Agreement

The **Alternatives to Violence Project (AVP XXX *(Name of group))*** agrees to:

9. run **x number** of workshops between **date** and **date** in **HMP XXX.**

10. run **x no** of information sessions (**give details in here)** in order to create a greater understanding of the potential role of AVP within **HMP XXX**.

11. provide a key contact person (**AVP XXXX Coordinator**).

12. provide the Liaison Officer (see below) with publicity material for the purpose of informing prisoners and staff about AVP workshops.

13. provide the following information for security purposes about facilitators working in the prison a month before any workshop: name, address, date of birth, place of birth and any other information required by the prison.

14. offer alternative means of recruitment of workshop participants as appropriate (such as Q & A sessions, an information stall or a taster session).

15. ensure that the facilitating team introduces themselves to the relevant staff at the beginning of the workshop and keeps the Officer in charge informed of their location at all times.

16. finish all sessions on time so that free flow times are adhered to.

17. maintain a list of participants who have completed AVP workshops.

18. organise regular meetings with the Liaison Officer at the prison to discuss progress and resolve any issues.

19. collate all evaluations and present reports to **HMP XXX.**

20. give at least 2 weeks notice prior to cancellation of a workshop to the Liaison Officer, unless in case of emergency.

AVP (name of group) will not provide **HMP XXX** with information a prisoner divulges in confidence in the course of the workshop, except in the instance of a prisoner expressing a real intention to harm others or himself, or to escape, or provides any information which threatens the security of the prisons unless the prisoner requests that the information is passed on.

HMP XXX agrees to:

8. Budget up to **£ x** per workshop

9. provide a member of staff to act as Liaison Officer for all workshops.

10. distribute information leaflets to prisoners and encourage sign up.

11. complete prisoner monitoring records for all participants and provide AVP with a record.

12. select prisoners from sign up to attend the workshop.

13. set aside a suitable room for the workshop.

14. enable the participants to arrive promptly for each session.

15. provide a named officer who will be available to the workshop team during each workshop to sort out any practical difficulties.

16. give at least two weeks prior notice of cancellation of a workshop to the AVP contact person, unless there is an emergency (e.g. lock-down).

17. ensure that participants will be allowed to give their full attention to the workshop. They will not be required to attend other meetings during the course of the workshop or required to work during this time or to lose pay as a result of participation.

18. distribute and collate prison staff and post-workshop prisoner evaluation.

19. ensure that the Liaison Officer attends meetings to review the progress of the AVP programme and reports any statistics on reduction of violence or changes in behaviour.

Agreed between: and:

Date:

AVP prison projects:
Liaison manager job description

An AVP prison programme requires a designated liaison manager at the prison. This role is for a prison service employee.

The role of the liaison manager is to:

1. Circulate information, promotion and sign up of each workshop
2. Work with relevant departments and officers to facilitate prisoner selection
3. Book the project room for each workshop session
4. Obtain security clearance for workshop facilitators
5. Meet or arrange for an officer to meet facilitators each day and escort them to the project room
6. Make arrangements for prisoner movement to project room
7. Be available or arrange a suitable contact who will be available to rectify any practical difficulties during the workshop
8. Distribute and collect monitoring forms and follow up evaluations
9. Meet with AVP coordinator to review workshops, achievement and any issues with delivery.

Questions and Answers

What's in it for me?

That's up to you. The more you contribute, the more you get out of it. If you complete the whole course you will get a certificate at the end.

Who runs the courses?

AVP workshops are run by 3-4 trained volunteer facilitators who are non-prison staff.

What sort of people go on the courses?

Our courses are run in prisons and in the community for anyone interested in managing conflict without violence.

Do you have to talk about your offence?

No, you don't have to talk about anything you don't want to. The group decides its own rules in the first session and all group discussions will be kept confidential.

What will the workshop be like; will there be lots of writing?

The activities vary within each session and include: one-to-one sharing, small and large group
discussions, practical exercises and role-play. There are no formal lectures and there is no need to take lots of notes.

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The Alternatives to Violence Project

Information Leaflet

Date of Course:

Course hours:

The alternatives to violence project (AVP) workshops offer skills in:
- communication
- co-operation
- self-esteem
- problem solving
These skills help develop our ability to resolve difficult situations without resorting to violence.

AVP understands that conflict is a natural and normal part of daily life, but violence does not have to be. It is possible to learn new ways of handling it. In an AVP workshop you will look at what's behind violence, and find practical ways of dealing with it.

Who is AVP for?

AVP is for anyone who wants to find ways of dealing with difficult situations without resorting to violence and could be useful if you;

- Hold grudges
- Feel ignored
- Get upset
- Get bullied or bully others
- Lost your temper.

What will I get out of an AVP workshop?

You will take part in activities, role-plays and games to help you find new ways of dealing with problems and difficult situations. You will have the chance to share experiences with others.

Topics covered in an AVP workshop include;

- Self Esteem
- Trust
- Cooperation
- Communication
- Problem solving
- Dealing with Anger
- Conflict resolution.

Mark took part in an AVP workshop and tried out what he learnt ....

"Last week, I was confronted…normally I'd just lash out to keep up my reputation. This was all over a cigarette and because I'd not given one to an inmate, so he went for me, but I didn't react to this. I still didn't react violently. I just said "Leave it out" and yes, that was it. I am very proud of how I handled the whole situation. People may laugh but I laugh last as I will not get extra days for him, I found the power to hold back, and so can you."

[Mark, HMP Grendon]

Example: AVP prison monitoring spreadsheet:

- To be completed by prison liaison manager prior to the workshop:

- To be completed by AVP coordinator after the workshop:

Intervention: The Alternatives to Violence Project, Level 1 workshop										
To be completed by prison liaison manager prior to the workshop:										
Prisoner name	Prisoner number	Age	Gender	Ethnic Group	Foreign national?	1st language	Offence	Sentence	Suitability assessed ?	Found suitable
e.g. A prisoner	PA8327	25	M	Black British	No	English	Theft	1 yr	Yes	Yes

Intervention: The Alternatives to Violence Project, Level 1 workshop					
To be completed by AVP coordinator after the workshop:					
Date started	Sessions attended	Completed all core curriculum and learner review	Achievement level	Additional notes	Expression of interest indicated
24/09/07	6	Y	AVP Level 1	-	Y

Appendix 4.6

Becoming an AVP Britain facilitator:

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If you are interested in becoming an AVP Facilitator and have discussed your interest with the Facilitating team, please complete the following form.

Name:

Address:

Telephone:
Mobile:
E-mail:

First Level 1 completed:
First Level 2 completed:
Further workshops completed:

Have you received copies of the AVP Britain policy on becoming a facilitator and the Self Assessment Forms?

Yes		No	

Have you gone through your self assessment with a facilitator?

Yes		No	

If yes, please name:

Please state which facilitator has agreed to be your contact to go through the self assessment:
Facilitator:

Please hand this form into one of the facilitators

Facilitator's notes: Please write any recommendations you have and note any advice or support given to the participant.

Please return this form to your regional coordinator.

Appendix 5.1

AVP facilitator volunteer agreement

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This volunteer agreement describes the arrangement between AVP Britain and

[Insert Name] ……..……..

We wish to assure you of our appreciation of your volunteering with us and will do the best we can to make your experience of volunteering with us enjoyable and rewarding.

Your role is a volunteer facilitator and starts on the ***[Insert date]……***
AVP facilitators play a vital role in carrying out the facilitation of our core activity AVP workshops.

Part 1: AVP Britain: AVP Britain commits itself to the following:

1. Induction and Training

To provide you with thorough induction on the work of AVP Britain and its staff, your volunteering role and the training you need to meet the responsibilities of this role. The facilitator handbook provides full details of the organisation.

2. Supervision, support and flexibility

- To explain the standards we expect for our services and to encourage and support you to achieve and maintain them.
- To provide a named person (your mentor) who you can contact to discuss your volunteering and any successes and problems.
- To do our best to help you develop your volunteering role with us.

3. Expenses

To repay expenses incurred whilst volunteering for AVP. A copy of the expenses policy is provided in the facilitator handbook.

4. Health and safety

To provide adequate training and feedback in support of our health and safety policy, a copy of which is provided in the facilitator handbook.

5. Insurance

To provide adequate insurance cover for volunteers whilst undertaking voluntary work approved and authorised by us.

6. Equal opportunities

To ensure that all volunteers are dealt with in accordance with our equal opportunities policy, a copy of which is provided in the facilitator handbook.

7. Problems

- To try to resolve fairly any problems, grievances or difficulties you may have while you volunteer with us.
- In the event of an unresolved problem, to offer an opportunity to discuss the issues in accordance with the AVP Britain complaints procedures set out in the facilitator handbook.

Part 2: The volunteer

I, ***[Insert volunteer's name]……*** agree:

- to help AVP Britain fulfil its aims
- to perform my volunteering role to the best of my ability
- to follow the facilitators code of conduct
- to follow the organisation's, procedures and standards, including those relating to health and safety and equal opportunities, in relation to its staff, volunteers and clients
- to maintain the confidential information of the organisation and clients
- to meet time commitments and standards agreed to
- to honour the commitment to facilitate workshops and to give at least two weeks notice if I am unable to facilitate, unless there are exceptional circumstances so that other arrangements can be made
- to provide referees, as agreed, who may be contacted, and to agree to a police check being carried out where necessary in accordance with AVP child protection policy.

Please read this agreement very carefully. Ask your regional coordinator if you have any problems or questions. If you feel that you understand the agreement and are happy to agree to it, please sign below.

Signed on behalf of AVP Britain:

Signature: _____ Position: _____

Name (print):_____ Date: _____

Signed by volunteer:

Signature: _____

Name (print):_____ Date: _____

This agreement is binding in honour only, it is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intends any employment relationship to be created either now or at any time in the future.

AVP Training day - feedback

This form will be used by AVP Britain to gather information about your experiences of the training day. To help us monitor and improve our training, please take a few moments to complete this form with your own feedback from the training day.

The workshop:				
Facilitator:	Theme:			
Date of workshop:	Venue:			
How do you rate…….(please tick your answer and add any comments)				
The timings of the day? Comments:	Excellent	Good	Average	Poor
The content of the day? Comments:	Excellent	Good	Average	Poor
The facilitators' delivery of the workshop? Comments:	Excellent	Good	Average	Poor
Would you recommend this workshop to other AVP facilitators?			**Yes**	**No**
Why or why not?				
What, if anything, did you find interesting or useful about the training?				
What, if anything, might you do differently as a result of this training?				
Do you have any suggestions on how to take this work forward in AVP? How could you help to do that?				

Please turn over….

Do you have any further comments:

Are you……. Female ☐ Male ☐

Under 25 ☐ 26 - 35 ☐ 36 – 45 ☐ 46 - 55 ☐ 56 - 65 ☐ 66+ ☐

Please circle or highlight:

White: British / Irish / White Other

Black: African / Caribbean / Black British / Black Asian / Black Other

Asian/Asian British: Indian / Bangladeshi / Pakistani / Asian Other

Mixed: White and Black Caribbean / White and Black African / White and Asian / Mixed Other

Other: Chinese / Vietnamese / Kurdish / Eastern European / Turkish/Turkish Cypriot / Greek/Greek Cypriot

Other ethnic background: please specify:……..

Do you have any disabilities? Physical or sensory ☐ Learning disability ☐
Mental health problems ☐

Application to volunteer with AVP Britain:

1. About you
Name: Address: Telephone number: Email address: Date of Birth:
2. Availability
Please list when you are available to volunteer in the office (i.e. AM/PM/Evenings, what days?) and how long you would like your placement to be.
3. Interests and Experience
• Why do you want to volunteer for AVP? • Are there any particular areas of work you would like to be involved in or gain experience in? (E.g. administration/marketing/workshops etc) • Please describe your IT and other relevant skills for the post and how you have used them in previous roles • Please state your highest level of education (e.g. GCSE/NVC/A-Levels/Degree) and year achieved.

4. Present and Previous Work (including voluntary positions)

Please list any relevant work and voluntary experience you could bring to AVP, starting with most recent first.

Name of organisation	Position held	From	To	Outline of responsibilities and experience

5. Contacts

Please list two people AVP can contact to act as a referee if necessary (please give a contact telephone number or address):

For our information please let us know how you heard about AVP:

AVP volunteer: Exit evaluation

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Name:

Contact Details:

Date of leaving:

How long have you been volunteering with AVP?

What did you most enjoy about your time with us?

What did you least enjoy about your time with us?

Why are you finishing as a volunteer with us?

Do you have any suggestions for things AVP could do to retain volunteers more effectively in the future?

Would you consider helping AVP again in the future? Yes ☐ No ☐

Would you like to remain on our mailing list? Yes ☐ No ☐

AVP Britain:

Film and Photography Agreement

I hereby give permission for AVP Britain to photograph or film me and use my image. I give my irrevocable consent to AVP Britain to publish, republish, display or otherwise transmit the images of myself in any medium related to the promotion of AVP Britain's services; for example magazines, website and newsletters. I understand that images may be altered or modified in any manner. I herby waive any right to inspect and approve a finished product or copy or the use to which it may be applied. I agree that the law of England and Wales will apply to this release.

I certify that I am at least 18 years of age and have the full legal capacity to execute this authorisation.

For office use only:

ATTACH VISUAL REFERENCE HERE

Photograph or photocopy of the photograph

Model Agreement

I am giving consent for myself:

Print name:

Signature:

Date:

Contact address:

Telephone number:

AVP Britain staff member or representative of AVP Britain:

Print name:

Signature:

Date:

Position:

Please note: AVP Britain will retain copyright of these images and does not allow its photos or films to be sold onto commercial image libraries. AVP Britain does not pay modelling fees for photography or film.

AVP Britain Consent Form

This form is for giving consent to AVP Britain to hold your details on our records, for organisational and insurance purposes, and to satisfy Data Protection requirements.

You can also indicate whether you wish to take part in the AVP shared contact list.

Print, complete, sign and return all parts of this form to:

AVP Britain
The Grayston Centre
28 Charles Square
London
N1 6HT

AVP Britain Consent form

I give my consent for my information to be included in the AVP Britain database. I understand that these details will be available to AVP Co-ordinators for the legitimate purposes of AVP Britain. This information will not be supplied to any other organisations and will be handled by AVP Britain in accordance with the **Data Protection Act (1998).**

I would like to be **kept informed** about AVP news and activities (optional)

e.g. newsletter and e-mail updates

I would like **login details** for the new AVP Britain website (optional)

I agree not disclose my password to any other person.

Your personal password will allow you access to the 'facilitator only' section of the website, to

- update your own contact details
- review your facilitation history
- access policy documents and information
- participate in online discussions and access other tools, as they become available

For security reasons, such password access must be limited and monitored.

I would like my details to be included in the new **shared contact list** (optional)

I agree not to disclose this list to any other person or organisation.

To allow people involved with AVP to keep in touch more easily, contact details can be shared via the website amongst those who choose to take part in this shared list.

We hope you will supply a small photograph of yourself to be displayed with your name on this list, please send a copy (to be scanned and returned) or e-mail a digital copy to info@avplondon.org.uk

Your details can be removed from the shared list, should you later request this.

Signature: _____

Date: _____

Your contact information

Person

forename	
surname	

address

address	
suburb	
city	
county	
postcode	
country	

contact details

phone (work)	
phone (home)	
mobile	
email	

personal details

gender	male / female
date of birth	day: month: year: .

something about you

notes	

Roles within AVP Britain

We rely on our community of volunteer facilitators and helpers to organise and run our workshops, as well as play key roles in helping AVP Britain tick.

	your roles
trustee	AVP Britain Trustee
treasurer	AVP Britain Treasurer – local or national
coordinator	AVP Britain regional/national coordinator
other role:	

	your options
keep informed	request regular updates from AVP Britain
share details	participate in the shared AVP Britain contact list

facilitator details

facilitator	a trained facilitator with AVP Britain
lead facilitator	a lead facilitator with AVP Britain
prison facilitator	facilitated/interested in facilitating in prisons
apprentice	an apprentice facilitator with AVP Britain

circle the target number of workshops/year you would like to facilitate

activity level	1	2	3	4	5	6	7	8
status			active	/	dormant			

any other workshop-related additional information

notes

(for coordinators : workshop preferences, availability, dietary requirements etc.)

AVP Britain: Equal Opportunities Monitoring Form

This is for equal opportunities monitoring. Information gathered will only be made available to AVP Coordinators. Choose ONE section from A-G, ticking the appropriate box to show your cultural background. (Categories are based on Commission for Racial Equality guidelines and census questions.)

What is your ethnic group?

A. **White**

British

English
Scottish
Welsh
other, please write in
.....

Irish
any other White background, please write in
.....

B. **Mixed**

White and Black Caribbean
White and Black African
White and Asian
any other Mixed background, please write in
.....

C. **Asian**, Asian British, Asian English, Asian Scottish, or Asian Welsh

Indian
Pakistani
Bangladeshi
any other Asian background, please write in
.....

D. **Black**, Black British, Black English, Black Scottish, or Black Welsh

Caribbean
African
any other Black background, please write in
.....

E. **Chinese**, Chinese British, Chinese English, Chinese Scottish, Chinese Welsh, or other ethnic group

Chinese
any other Chinese background, please write in
.....

F. **Other**

any other ethnic background, please write in
.....

Age

What is your year of birth?

.....

Gender

What is your gender?

male

female

Disability

Do you have any long term illness, health problem or disability which limits your daily activity or the work you do?

yes

no (Includes problems which are due to old age)

AVP Britain complaints policy

avpbritain
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This policy is for use by AVP volunteers and users of our service.

Making a complaint

AVP Britain aim to provide the highest level of service at all times. However, there may be times when things go wrong and you need to complain to us.

When you do make a complaint, we aim to deal with your concerns efficiently and fairly, and to put things right as quickly as possible. We will also use your comments to improve our services to you in the future.

Can your complaint be resolved informally?

If you are unhappy with some aspect of the service you receive from us, please let us know. We encourage you to first raise your complaint directly and informally with the coordinator for your region. The contact details for each of our regional coordinators are listed at the end of this procedure and may also be found on our website.

The coordinator will look into your complaint and respond to you. We will try to sort your problem out quickly in this way.

What can you formally complain to us about?

Your complaint must be about something specific. You must tell us what you believe we have done wrong, how this has affected you and what you think we should do to put things right. Remember, that we encourage you to resolve your complaint informally.

Formal complaints - our promise to you

Formal complaints may be submitted to the coordinator for your region. You may expect to receive a written acknowledgement within five working days of receipt of your complaint.

We aim to provide you with a full response within 28 working days of receipt of the complaint, or where the investigation is still in progress, we will send you a letter explaining the reason for the delay. We will provide you with a full response within five days of a conclusion being reached.

If you remain unhappy with how we have handled your complaint, you can have your complaint reviewed by the Chair of Trustees or their nominee. Please write to:

Chair of Trustees, AVP Britain
The Grayston Centre
28 Charles Square
London N1 6HT

Regional contact details:

Regional contacts	Telephone:
Natalie Hewison AVP London and South East	020 7324 4757
Fran Townsend AVP North West	0161 832 3660
Roswitha Jarmen AVP North East and East Midlands	01904 636318
Stephen Kemp AVP Midland and Wales	01432 344551
Virginia Membrey AVP South West	07814 176643
Elizabeth Allen AVP Scotland	01555 661975

If you would like to write to us by post, please send it to our National Office:

The Grayston Centre
28 Charles Square
London N1 6HT

Information:
This policy statement was approved by the Trustees on the 22nd February 2008.

AVP Britain:
Facilitator health and safety policy

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1. Policy statement:

AVP Britain is committed to providing and maintaining safe and healthy working conditions, equipment and systems of work for all our volunteers and to provide such information, training and supervision as they need for this purpose.

AVP Britain recognises and accepts its responsibility to protect the health and safety of all visitors to the workplace (including contractors, temporary staff and any members of the public) who might be affected by our activities.

AVP Britain will make arrangements to ensure, as far as reasonably practicable, the safe use, handling, storage and transport of articles and substances.

This document shall be circulated to all volunteer facilitators. This policy statement was approved by the Trustees on 28th February 2008 and will be reviewed annually or where appropriate. This policy applies to all offices and services operated by AVP Britain.

2. Volunteer responsibilities:

All volunteers are required to:

- comply with all health and safety policies relating to their work for AVP.
- take reasonable care for the health & safety of themselves and of others who may be affected by his or her acts or omissions.
- not intentionally or recklessly interfere with anything provided for their health, safety and welfare. Serious breaches of the health and safety policy and rules (e.g. misusing equipment, deliberately putting someone else's safety in danger) will be dealt with through AVP Britain's disciplinary procedure.
- co-operate with management on health and safety matters.
- Report all health and safety concerns to your line management.

Where volunteers work in premises managed by other organisations they must familiarise themselves with such elements of that organisation's health and safety policy that have a bearing on AVP's work and know who to contact in case of problems. In particular when facilitating in a new venue facilitators must ensure that they know the fire procedures and who the health and safety contact person is at the host venue in case of emergency.

3. Accident reporting:

All employees and volunteers must report all incidents which did or nearly resulted in personal injury to themselves or others, to their regional coordinator or line manager and make sure the accident is recorded in the Accident Book. It is the responsibility of the regional health and safety coordinator (RHSC) to ensure that any necessary follow up action is taken to reduce the risk of the accident or near accident reoccurring.
The national health and safety coordinator (NHSC) is responsible for reporting incidents, which come within the reporting of injuries, diseases & dangerous occurrence to the local environmental health department. The following incidents should be reported:-

- fatal accidents
- major injury accidents\conditions
- dangerous occurrences
- accidents causing more than 3 days incapacity for work
- certain work-related diseases.

4. **Fire Safety:**

When running workshops, it is you and your facilitation teams' responsibility to familiarise yourself with the location of the fire exit routes, including key pad numbers where necessary, assembly points and location of fire-fighting equipment. All participants must always be informed of the fire drill instructions at the start of all workshops. During every workshop 'opening talk' the lead facilitator must ensure that the participants are informed of what to do in the event of a fire. At the start of every session the lead facilitator must ask participants to sign a register. In the event of a fire the lead facilitator must take the register with them. Once assembled in the assembly points the lead facilitator must take a quick register to ensure that all the group are together in the safe point.

5. **Risk Assessment:**

A risk assessment shall be completed prior to every workshop activity taking place by those responsible. There will be common features for most AVP workshops and regional groups may develop a template risk assessment for workshops, but each organiser and workshop team should consider whether there are any special features, which need extra attention before every workshop. In the first instance a risk assessment shall be completed by the regional coordinator preparing for a workshop, but shall be reviewed by the workshop team during team building to ensure any safeguards raised are put in place.

6. **Food Hygiene:**

When providing food for AVP Britain workshops and events the following guidelines must be followed. When supplying food always purchase food from a reputable supplier (whether a caterer or supermarket) where food will have been prepared in a kitchen that meets health and safety regulations and by someone who is qualified in food hygiene and preparation. In this case, if a participant was to be ill as a result of the food, as long as you had stored and served the food appropriately (as outlined below), then the responsibility would lie with the supplier and any compensation claims would go directly to them. Food should never be directly prepared by an AVP Britain volunteer or member of staff as that individual could be liable for any claims and could be prosecuted. When serving or storing food for AVP workshops/events, please ensure staff/volunteers follow these simple guidelines:

Personal hygiene: Wash your hands thoroughly using warm water and liquid soap, rinse and dry on a clean towel or a hand drier before handling any food. Wear clean clothes and an apron or protective garment. Cover any cuts or sores with waterproof dressing and avoid wearing jewellery or false nails which might fall into the food.
Food handling: If you are receiving food from a supplier, check it is what you ordered and that the packaging is undamaged.
Temperature control is essential to keep foods safe: Chilled food must be kept at or below 8'C and hot food must be kept above 63'C

You must **store food** correctly to keep it safe. Do not overload the fridge as this will hinder the circulation of cool air, ensure that ready to eat food is separated from any raw food and ensure everything is stored in a sealed container. Never serve any food at a workshop that is past its use by date. Contamination can easily occur during **food preparation**. Observe good personal hygiene and ensure that your equipment and surfaces are cleaned thoroughly before use. Where possible, avoid unnecessary handling of food, using tongs or plates instead.

7. **Training:** AVP Britain will ensure that volunteers receive information on health and safety as part of their induction. Volunteers should inform their regional coordinator if they have health and safety training needs.

8. **Information**: This document shall be circulated to all volunteers and staff. This policy statement was approved by the Trustees on 28th February 2008 and will be reviewed annually or where appropriate.

AVP Britain
Coordinator health and safety policy

avpbritain alternatives to violence project

Policy statement:

AVP Britain is committed to providing and maintaining safe and healthy working conditions, equipment and systems of work for all our employees and volunteers and to provide such information, training and supervision as they need for this purpose.

AVP Britain recognises and accepts its responsibility to protect the health and safety of all visitors to the workplace (including contractors, temporary staff and any members of the public) who might be affected by our activities.

AVP Britain will make arrangements to ensure, as far as reasonably practicable, the safe use, handling, storage and transport of articles and substances.

It will through its regional branches maintain an overview of premises used with the aim of promoting comfort, security and safety.

The policy and procedures, which follow are in accordance with the legislative frameworks below:

- health and safety at work act 1974 and regulations 1992
- diseases and dangerous occurrences regulations 1985
- first aid at work

This document shall be circulated to all employees and volunteers. This policy statement was approved by the Trustees on 28th February 2008 and will be reviewed annually or where appropriate.

This policy applies to all offices and services operated by AVP Britain.

1. Corporate responsibilities:

Trustees:

The AVP Britain Chair has been nominated as the national health and safety coordinator. The NHSC is responsible for co-ordinating and implementing this policy and holds the overall responsibility for ensuring that the health and safety policy is put into practice by regional groups. In particular the NHSC will ensure that:

- all employees receive sufficient information, training and supervision on health and safety matters
- all coordinators and line managers are aware of their responsibilities to their staff and volunteers
- a national risk assessment is undertaken and the results written up and made available to all employees
- accidents are investigated and reported to the trustees through the maintenance of a national accident book to be reviewed annually to improve the effectiveness of this policy
- arrangements are put in place to monitor the maintenance of AVP Britain equipment and premises (including premises based in offices of other organisations)

The AVP Britain Chair will ensure that adequate time, information, training and resources are available to undertake these tasks. All employees will be told who the health and safety persons are. AVP Britain Trustees will review the operation of its health and safety policy annually.

Regional groups:

Each regional group will designate a regional health and safety co-ordinator (RHSC) who will:

- be responsible for implementation of the health and safety policy in that region
- maintain and review an accident book and send a copy of all entries to the national coordinator
- ensure that all staff, volunteers and facilitators receive a copy of this health and safety policy
- report to the national health and safety co-ordinator annually or at the time of an injury or dangerous occurrence
- ensure that a risk assessments is carried out on a regular basis, and before any change of activity for the regional group premises.

When organising workshops in non AVP managed venues AVP regional coordinators have a responsibility to:

- carry out a risk assessment of the activity
- follow the health and safety policy of the host organisation
- disseminate information to facilitators regarding the host venue fire procedures and health and safety contact in case of emergency.
- ensure a record of any incidents that occur during workshops is recorded in the accident book by the RHSC.

Regional groups are expected to provide the necessary resources to ensure that advice, information, consultation and training are available for all staff and volunteers concerning health and safety matters.

Staff and volunteers:

All staff and volunteers are required to:

- comply with all health and safety policies relating to their work for AVP.
- take reasonable care for the health & safety of themselves and of others who may be affected by his or her acts or omissions.
- not intentionally or recklessly interfere with anything provided for their health, safety and welfare. serious breaches of the health and safety policy and rules (e.g. misusing equipment, deliberately putting someone else's safety in danger) will be dealt with through AVP Britain’s disciplinary procedure.
- co-operate with management on health and safety matters.
- report all health and safety concerns to line management.

Where AVP employees or volunteers work in premises managed by other organisations they must familiarise themselves with such elements of that organisation's health and safety policy that have a bearing on AVP's work and know who to contact in case of problems. in particular when facilitating in a new venue facilitators must ensure that they know the fire procedures and who the health and safety contact person is at the host venue in case of emergency.

2. Building maintenance:

AVP Britain has a responsibility to provide a safe and healthy environment for staff and volunteers. Where regions maintain their own office space, the RHSC will be responsible for liaising with the office manager to ensure that any repairs are carried out swiftly with the minimum of disruption.

All AVP Britain staff are responsible for spotting hazards or potential hazards within the office. If a hazard is seen, it should be removed or dealt with as soon as possible, or if not, reported to the office manager or RHSC.

Good housekeeping:

Aisles & gangways
Gangways must be kept clear from obstructions and materials must be stored in safe areas. Under no circumstances must goods or materials be stacked immediately in front of or obstructing fire doors, fire exits, fire alarms or fire equipment.

Smoking
From 1st July 2007, all public places and workplaces became smoke-free in England under the smoke-free (premises and enforcement) regulations 2006. AVP Britain offices and workshops are therefore non-smoking.

Overcrowding
AVP Britain will avoid unhealthy and overcrowded working conditions, and will consult staff on any changes in office layout.

Ventilation
AVP Britain will endeavour to provide a well ventilated workplace in which staff have control over their local level of ventilation.

Office equipment such as photocopiers and printers can emit pollutants into the atmosphere. AVP Britain will take reasonable precautions in ensuring that these levels are kept as low as is possible. Employees will not be expected to work in enclosed spaces with equipment that emit atmospheric pollutants. Spaces where these pollutants are present shall be kept well ventilated.

Temperature
In office workplaces a minimum temperature of 16℃ must be maintained, efforts will be made so far as is reasonably practical to ensure the workplace temperature does not rise to an uncomfortable level. A thermometer will be provided in a conspicuous place and in such a position as to be easily seen. AVP Britain will do all in its power to ensure reasonable temperatures in the workplace at all times.

Lighting
Adequate lighting must be provided. If lights are found to be out of order, the fault must be corrected as soon as reasonably possible.

Noise
Some AVP Britain staff work within an open plan office and therefore a certain level of noise is unavoidable. However, AVP Britain will endeavour to ensure that noise is kept to as low a level as is practicable.

Hygiene controls
All areas must be kept clean and tidy.

Equipment storage and usage
Equipment must not be left lying around but must be suitably stored. No wires must be left trailing across floors. Non-flammable rubbish bins must be positioned at various points. except in emergencies, and with the permission of the NHSC, no paraffin, bar electric or calor gas fires will be used at AVP Britain premises.

Manual handling
AVP Britain employees should avoid manual lifting where at all possible. However, employees may occasionally be required to manually lift and handle loads. Correct manual lifting and handling reduces the effort required and prevents strain and risk of injury. All employees should use aids which are available to reduce the risk of injury, e.g. sack trolley, lifts. Employees should not put themselves at risk by attempting to lift heavy loads which

could be divided into smaller quantities. The assistance of other employees should always be sought for moving large quantities or for lifting heavy and awkward loads. When lifting in a team take instructions from one person only. Any employee feeling a strain should stop immediately and record the incident in the accident book. To continue may result in more serious injury.

Electrical equipment
All building maintenance such as electrical work, carpentry, painting etc should be carried out by skilled people. No staff should endanger themselves or others by carrying out such work and or staff should never perform unsafe practices. Broken, ineffective or damaged electrical equipment must be reported to the regional coordinator or office manager. The regional coordinator or office manager should hold copies of manufacturers' detailed instructions on the maintenance of machinery, and will ensure that maintenance contracts are adhered to and, where appropriate, renewed.

Toilets and washing facilities
AVP Britain will seek to ensure that suitable and sufficient toilets and washing facilities are provided for all staff in accordance with the minimum requirements of health and safety legislation, i.e.:

number at work	number of toilets/washbasins
1-5	1
6-25	2
26-50	3

Each toilet will be in a separate, lockable room and washing facilities will include a supply of clean hot and cold water, soap and suitable means of drying (e.g. paper towels). Vending machines for sanitary products and disposal bins should be provided. Toilets must be washed regularly and kept clean. Bins should be emptied and sanitised regularly.

Drinking water
An adequate supply of drinking water will be provided for all staff.

Rest areas
So far as is reasonably practicable AVP Britain will provide all staff with seating in a rest area, where they may rest during normal work breaks. In addition, suitable rest facilities will be provided for pregnant employees.

Hours of work
AVP Britain employees should not work excessively long hours, and should take adequate breaks for meals and rest as indicated within their statements of terms and conditions of employment.

3. First aid and accident reporting:

First aid
In all AVP Britain premises first aid provision will be available at all times in an appropriate and accessible first aid box. AVP Britain will ensure at least two designated persons based at the premise will receive appropriate first aid training.

All new employees will be told as part of their induction of the location of first aid equipment and the staff who have received first aid training. A record of all first aid cases treated will be kept in the accident book, which will be kept with the first aid box.

Accidents and emergencies
All employees and volunteers must report all incidents which did or nearly resulted in personal injury to themselves or others, to their regional coordinator or line manager and

make sure the accident is recorded in the accident book. It is the responsibility of the RHSC to ensure that any necessary follow up action is taken to reduce the risk of the accident or near accident reoccurring.

The NHSC is responsible for reporting incidents, which come within the reporting of injuries, diseases & dangerous occurrence to the local environmental health department. the following incidents should be reported:-

- fatal accidents
- major injury accidents\conditions
- dangerous occurrences
- accidents causing more than 3 days incapacity for work
- certain work-related diseases.

4. Fire safety:

In AVP premises, it is the responsibility of all staff to be aware of fire hazards, to know the location of fire exits and the assembly point. Everyone must know the fire drill instructions, and these will be part of the induction process for all new staff and volunteers.

RHSC shall ensure that:

- access to escape doors, extinguishers and other fire fighting equipment are not be obstructed and that all fire doors are kept closed
- all staff and volunteers are made aware of arrangements for fire safety and know how to raise the fire alarm, call the emergency services, and evacuate the premises
- all staff and volunteers are familiar with fire exit routes, including key pad numbers where necessary, assembly points and location of fire-fighting equipment
- fire fighting equipment in AVP offices or premises is checked annually by a contractor and a record kept of the check and its outcome
- fire fighting equipment in AVP offices or premises is checked visually by staff or volunteers on every occasion that the offices or premises are in use
- visitors to AVP Britain are made fully familiar with the escape routes and assembly points

Where premises of another organisation are used by AVP organisers and facilitators must ascertain what fire regulations govern the use of such premises and act in accordance with those and the general policy of AVP. During every workshop ‘opening talk’ the lead facilitator must ensure that the participants are informed of what to do in the event of a fire. At the start of every session the lead facilitator must ask participants to sign a register. In the event of a fire the lead facilitator must take the register with them. Once assembled in the assembly points the lead facilitator must take a quick register to ensure that all the group are together in the safe point.

5. Visual display units:

Working with VDUs

It is the policy of AVP Britain to comply with the law as set out in the health and safety (display screen equipment) regulations 1992. The health and safety (display screen equipment) regulations 1992 and subsequent amendments in 2002 apply to staff who habitually use VDUs as a significant part of their normal work

AVP Britain will conduct health and safety assessments of all workstations staffed by employees who use VDU screens as part of their usual work. All workstations must meet the requirements set out in the regulations.

In particular, AVP Britain must ensure that:

General

- appropriate and adjustable seating is available to all users
- staff take regular breaks (at least 10 minutes away for every hour at the screen). Short frequent breaks are more satisfactory than occasional longer breaks.
- any special needs of individual staff are met, within reason

Equipment

Resources are sought to:-

- provide VDUs with a detachable and adjustable screen, i.e. in height, swivel etc, to allow for the individual preference of the operator
- provide computer cleaning supplies
- provide a wrist and foot rest sat each workstation an anti-static mat at each workstation
- provide keyboards which are separate from screens
- provide anti glare screens, where direct light cannot be prevented from falling on the screen
- provide adequate workstation space
- provide training to make sure that employees can use their VDU and workstation safely and know how to make best use of it to avoid health problems

Regional groups shall take steps to incorporate changes to employees' tasks within the working day to prevent intensive periods of on-screen activity.

Maintenance

The regional coordinator or office manager should hold copies of manufacturers' detailed instructions on the maintenance of machinery, and will ensure that maintenance contracts are adhered to and, where appropriate, renewed.

Eye tests

Where a member of staff is experiencing eyesight problems attributable to their work with VDUs she/he will be entitled to have an eyesight test paid for by AVP Britain. VDU users can request regular test every 12 months. Where a test shows that as a result of work with AVP Britain VDUs a member of staff needs to purchase special corrective appliances (usually glasses) AVP Britain will pay for these. This excludes those normally used for purposes other than work with VDUs.

WRULDS/RSI

Work related upper limb disorders (also known as repetitive strain injury) are often associated with keyboard work. It is the intention of AVP Britain, by following best advice to provide VDU/keyboard equipment and furniture, which help prevent the development of these musculoskeletal disorders.

Staff should contribute to their own safety and welfare by:

- avoiding sitting in the same position for long periods
- adjusting equipment and furniture to appropriate/comfortable positions
- taking a rest break from VDU work (at least 10 minutes away every hour) by doing some other work.

6. Personal safety:

Office security

It is in the nature of AVP Britain's work that staff or volunteers may, on occasions, find themselves in potentially dangerous situations whilst on AVP Britain business. The following policy guidance is concerned with minimising the risk to people working for AVP Britain.

Staff or volunteers who are working on their own should not allow access to casual visitors who have no appointment. Such callers should be encouraged to make an appointment.

Where staff are dealing with an individual but feel uneasy about being alone with him or her they have the right to refuse to make an appointment or give access if it would put them in that position. In these situations AVP Britain management will put their trust in the feelings of the worker.

AVP Britain premises will keep a personal alarm for use by staff. Staff will be inducted in how the alarm sounds, how to set it off and how to respond on hearing it.

All windows and entry doors will be lockable.

Prevention whilst out of the office
Staff who are going to be away on AVP Britain business should make it clear to other staff where they will be, how long for and how they can be contacted.

- staff should make clear who they wish to be informed (outside of work) in the event of an emergency and how they can normally be contacted
- AVP Britain will keep a personal alarm for use by staff

Prevention whilst holding or carrying money or valuables for AVP Britain

- staff who carry money for AVP Britain have the right to be accompanied by another person
- large amounts of cash, over and above petty cash should not be kept on AVP Britain premises
- visits to the bank should not be at a regular time
- under no circumstances should staff put themselves at risk on account of AVP Britain's property. If money is demanded with threats it should be handed over

Personal awareness
There are lots of things we already do that keep us safe, but becoming more aware of our surroundings puts us in control of our environment. Trust your intuition and listen to your feelings. if you sense something is wrong, it probably is. Acting on intuition may prevent an aggressive situation.

- Be prepared. Do you know whom to contact and what to do if a difficult situation arises? Find out and if there is no one designated, ask for a supervisor of manager to be nominated.
- Never stay in a situation where you think you may be at risk. Don’t feel you have to stay because of your work. You can see the client, arrange the visit or do the interview again. You can ask a colleague to come in or be with you. Don’t be afraid to ask for help.
- Don’t accept lifts in vehicles from people you have no reason to trust.

In dealing with aggression
If you find yourself in an aggressive situation, what can you do? Try to stay calm if someone is starting to get angry. Your body language, voice and response can help to defuse a situation. Take a deep breath, keep your voice on an even keel, and try to help.

- Offer an angry person a range of options from which they can choose the one they prefer. They will find it difficult to stay angry.
- Do not be aggressive back - this is how anger can escalate into violence.
- Are you the best person to deal with this situation? Going to get someone else if often helpful particularly if they can solve a problem that you can't.

- Get on the same level as the aggressor. If they are standing so should you. It makes you feel less vulnerable and makes it easier for you to get away or fetch help if necessary.
- Keep your balance and keep your distance.
- Do not touch someone who is angry.
- Don't let your escape route be blocked. Keep yourself between an escape route and an aggressor so you can still get away.
- If the situation is dangerous, then get away as fast as you can. Never remain alone with an actively violent person.
- If you cannot get away, then scream or use the panic alarm.

Reporting and recording
All incidents of aggression or violence should be reported to management and recorded in the accident book. Employers have a responsibility to provide a safe working environment. Staff should report any current or potential situation at work, which is a threat to personal safety. Talking about fear and other problems related to aggression or harassment are not marks of failure but good practice. a serious incident, even if it results in no physical harm, may cause feelings of fear, panic or despair which can carry on long afterwards. the management of AVP Britain recognises this and will be disposed to provide whatever support, counselling or time off work seems appropriate.

7. Risk assessment:

AVP Britain will ensure that a competent person carries out a risk assessment for each regional group in accordance with the 1992 management of health and safety at work regulations and the approved code of practice (acop). This risk assessment will be written up, and be made available to all staff. The written risk assessment will be reviewed and updated annually to ensure it covers all employees against all risks, and to ensure that any action identified as needed in the risk assessment has been carried out. The risk assessment will also be updated every time that there is a major change in working practices. The risk assessment will cover all AVP Britain employees, wherever they may be based, and will cover all aspects of their work.

All AVP Britain risk assessments will be completed using the AVP Britain risk assessment guide and pro forma.

In addition, a risk assessment shall be completed for each new workshop activity taking place by those responsible. There will be common features for most AVP workshops and regional groups may develop a template risk assessment for workshops, but each organiser and workshop team should consider whether there are any special features which need extra attention before every workshop. In the first instance a risk assessment should be completed by the regional coordinator preparing for a workshop and reviewed by the workshop team during team building to ensure any safeguards raised are put in place.

The AVP Britain NHSC shall ensure that:

- a risk assessment is carried out by nag and each regional groups at least annually and should take into account the views of employees.
- a record should be kept showing the date of the assessment, any issues identified and a note of the steps taken to rectify them together with dates.
- coordinators have necessary training in completing risk assessments.

8. Food hygiene

When providing food for AVP Britain workshops and events the following guidelines must be followed. When supplying food always purchase food from a reputable supplier (whether a caterer or supermarket) where food will have been prepared in a kitchen that meets health

and safety regulations and by someone who is qualified in food hygiene and preparation. In this case, if a participant was to be ill as a result of the food, as long as you had stored and served the food appropriately (as outlined below), then the responsibility would lie with the supplier and any compensation claims would go directly to them.

Food should never be directly prepared by an AVP Britain volunteer or member of staff as that individual could be liable for any claims and could be prosecuted.

When serving or storing food for AVP workshops/events, please ensure staff/volunteers follow these simple guidelines:

Personal hygiene: wash your hands thoroughly using warm water and liquid soap, rinse and dry on a clean towel or a hand drier before handling any food. wear clean clothes and an apron or protective garment. cover any cuts or sores with waterproof dressing and avoid wearing jewellery or false nails which might fall into the food.
Food handling: if you are receiving food from a supplier, check it is what you ordered and that the packaging is undamaged.
Temperature control is essential to keep foods safe: chilled food must be kept at or below 8'c and hot food must be kept above 63'c

You must **store food** correctly to keep it safe. Do not overload the fridge as this will hinder the circulation of cool air, ensure that ready to eat food is separated from any raw food and ensure everything is stored in a sealed container. Never serve any food at a workshop that is past its use by date.

Contamination can easily occur during **food preparation**. Observe good personal hygiene and ensure that your equipment and surfaces are cleaned thoroughly before use. Where possible, avoid unnecessary handling of food, using tongs or plates instead.

For more detailed guidelines please contact the food standards agency (0845 606 0667 or by email foodstandards@ecgroup.uk.com) or your local environmental health department, details can be found on your local council website.

9. Training:

AVP Britain will ensure that new employees and volunteers receive information on health and safety as part of their induction.

AVP Britain will organise training for employees and volunteers on health and safety matters as appropriate, including: general health and safety training, first aid, manual handling, fire safety, risk assessment. AVP Britain will also organise training for appropriate use of equipment, and any special training needed to ensure safe systems of work.

If employees and volunteers consider they have health and safety training needs they should inform their line manager.

10. Information:

This document shall be circulated to all volunteers and staff. This policy statement was approved by the trustees on 28th February 2008 and will be reviewed annually or where appropriate.

AVP Britain
Children & vulnerable adult protection policy

avpbritain
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to violence
project

Policy statement:

AVP Britain is committed to practice which protects children and vulnerable adults from harm. This policy statement outlines AVP Britain's Child Protection Policy for all staff (including employees, volunteers and facilitators) who may have contact with young people, children and vulnerable adults.

Declaration of intent:

AVP Britain will aim to safeguard children and vulnerable adults* by:

- adopting child protection guidelines through procedures and a code of conduct for staff.
- sharing information about concerns with partner agencies.
- carefully following the procedures for recruitment and selection of staff.
- taking all reasonable steps to ensure the health, safety and welfare of any child or vulnerable adult involved in AVP Britain activities.
- reviewing our policy and good practice regularly.

The scope of this policy:

This policy sets out agreed guidelines relating to the following areas:

- Responding to allegations of abuse, including those made against staff
- Recruitment and vetting of workshop staff
- Supervision of organisational activities to ensure the health, safety and welfare of children or vulnerable adults in contact with AVP Britain.

These guidelines apply to:

- Any situation involving children and young people up to age 18, whether or not accompanied by adults. AVP Britain also recognise that vulnerable adults will benefit from similar safeguards. **Whenever the guidelines refer to children, this broader meaning applies.**
- All staff working on AVP Britain activities.

AVP Britain children and vulnerable adult protection guidelines:

1. Workshop organisation:

AVP staff may have direct contact with children through the delivery of workshop programmes for young people at partner organisations. AVP has a responsibility to ensure that staff in direct contact with children are not placed in situations where abuse might be alleged. AVP regional coordinators should take steps to ensure that AVP facilitators **do not have unsupervised contact with children.**

When organising workshops for children, regional coordinators should ensure that:

- children are to be supervised by at least one other responsible adult from the partner organisation (e.g. teacher, youth worker).
- they have familiarised themselves with the child protection policy of the partner organisation and have disseminated any relevant information to facilitators.
- a full risk assessment is carried out of the venue and that any necessary precautions are taken and discussed with facilitators.

***Vulnerable adults** are defined as people over the age of 18 who are or may be in need of community care services because of age, illness, physical or learning disability, or those who are unable to take care of or protect themselves against harm or exploitation (including those for whom English is an additional language).

2. Health and safety:

The protection of children and vulnerable adults extends naturally into areas of health and safety. All employees must familiarise themselves with the emergency procedures and responsibilities laid down in the **AVP Britain health and safety policy.**

Accident recording is normally the responsibility of the partner organisation. Where AVP is the lead or sole organiser, any accidents must be recorded by AVP. This record must be counter-signed by the person with responsibility for the individual and archived by the AVP regional coordinator.

3. Appointment of facilitators:

In selecting and appointing facilitators to work directly with children and vulnerable adults, the AVP Britain regional coordinator responsible **must ensure** that:

- a copy of the **AVP child protection policy** is sent to all prospective facilitators.
- the prospective facilitator has a valid Enhanced Criminal Record Certificate (ECRC) from the Criminal Records Bureau, which is less than a year old.

Note: Some partner organisations will be happy to accept a facilitator's ECRC that they have received from an organisation that they currently work with, but some will require a new ECRC be processed directly through AVP.

Supervisory arrangements:

AVP aims to protect children and vulnerable adults from abuse and our facilitator team members (including volunteers, staff and consultants) from false allegations by adopting the following guidelines. AVP regional coordinators will ensure that:

- We keep a register of all children or vulnerable adults attending our activities.
- We keep a register of all team members (both paid staff members and volunteers).
- Registers will include arrival and departure times and the names of others in the building at the time.
- We will keep a record of all sessions including monitoring and evaluation records.
- Our team members will record any unusual events on the accident/incident form.
- Our facilitators should not be alone with a child or vulnerable adult.

4. Code of conduct for AVP Britain staff & volunteers:

The following guidance applies to all facilitators with direct contact with young people. Facilitators shall:

- be clear who is responsible for child protection practice at the partner organisation.
- ensure that there is no requirement for unsupervised contact. AVP requires young people to be supervised by at least one other responsible adult from the partner organisation (e.g. teacher, youth worker).
- not directly ask any young person for contact details or offer their own details. Where an exchange of details is required, always do so through third party ideally a contact at the partner organisation.
- recognise that whilst physical touch between adults and children can be healthy and acceptable in public places, facilitators are discouraged from this in circumstances where an adult or child are left alone or where physical touch could be misconstrued.
- if a child is hurt or distressed, do their best to comfort or reassure them without compromising their dignity or doing anything to discredit your own behaviour.

You have a strict duty never to subject any child to any form of harm or abuse. Failure to honour this will be treated as gross misconduct.

5. Allegations and suspicions of abuse:

What is abuse?

Abuse is 'the violation of an individual's human and civil rights by any other person or persons'.

Suspicions of abuse:

If a member of AVP staff has reasons to suspect possible abuse of a child, they should:

- make the child protection officer at the partner organisation aware of the problem
- make their concerns known to another member of staff employed at the site if the person with legal responsibility is the subject of the suspicion
- make a written note of what was witnessed and the action taken
- make their AVP regional coordinator (or other relevant person) aware of the situation, in case there is follow-up.

Disclosure of abuse:

If an individual indicates that he/she is being abused, or information is obtained which raises concern of abuse, AVP staff should act immediately. It is not the responsibility of the AVP Britain representative to decide that abuse is occurring, but it is their responsibility to act on any concerns by reporting any suspicions that they have.

Responding to disclosure:

If an individual indicates that he/she is being abused to a member of AVP staff they should:

- Remain calm and in control but don't delay acting.
- Listen carefully to what is said.
- Allow the person to tell you at their own pace and ask questions only for clarification.
- Don't ask questions that suggest a particular answer.
- Don't promise to 'keep it a secret'.
- Use the first opportunity you have to say that you will need to share the information with others.
- Make it clear that you will only tell the people who need to know and who should be able to help.
- Reassure the child, young person or vulnerable adult that 'they did the right thing' in telling someone.
- Tell the child, young person or vulnerable person what you are going to do next.

Reporting disclosure:

- Speak immediately to the person on site who has designated responsibility for Child Protection. It is that person's responsibility to liaise with relevant authorities, usually social services as soon as possible after the disclosing conversation.
- Speak to another member of staff employed at the site if the person with legal responsibility is the subject of the suspicion.
- Make a note of what was said, using the child's/young person's/vulnerable adult's own words.
- Note the date, time, any names that were involved or mentioned, who you gave the information to.
- Make sure you sign and date your record.
- In confidence, make your AVP regional coordinator aware of the situation in case of follow up.

Reporting poor practice or concerns of abuse against AVP Britain:

Should a child or vulnerable adult accuse a member of AVP staff of physical or sexual abuse, or any kind of inappropriate behaviour, this should be referred immediately to the, regional coordinator and to the designated child protection contact at the partner organisation.

- Both parties' account of the incident should be recorded in writing immediately (ideally by a different member of staff) and passed to the regional AVP coordinator.

- In the circumstance that an individual is in immediate danger of harm you should personally contact the police ensuring that the designated child protection officer is made aware at the earliest opportunity (the police will automatically inform Social Services). A record should be made of the name and title of the police officer to which the concerns were passed together with the time and date of the call, in case any follow-up is needed.

- Any complaints made against AVP Britain employees regarding child protection will be handled in line with AVP Britain disciplinary and grievance policy. If a member of AVP staff is accused of physical or sexual abuse, or any kind of inappropriate behaviour, they will be excused from AVP work on full pay until the matter has been resolved and the incident dealt with by their line manager. Any complaints made against AVP Britain volunteers regarding child protection will be handled in line with the AVP Britain complaints policy.

- Incidents may be reported to the police and lead to disciplinary action against the member of staff. However, should allegations prove unfounded this will be clearly noted on the staff file, which is subject to the terms of the Data Protection Act.

It is acknowledged that feelings generated by the discovery that a representative may be abusing a child, will raise concerns among other staff or volunteers. This includes the difficulties inherent in reporting such matters. AVP Britain assures all professional and voluntary organisations that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concern about a colleague's practice or the possibility that a child or vulnerable adult may be being abused.

Consideration shall be given to address what support may be appropriate to children/vulnerable adults parents/carers and members of staff/volunteers following allegations of abuse.

6. Confidentiality:

Suspicions will not be discussed with anyone other than those nominated above. Every effort shall be made to ensure that confidentiality is maintained for all concerned. Information will be handled and disseminated on a need to know basis only.

7. Support and training:

AVP Britain is committed to the provision of child protection training for all staff. All team members, including volunteers, employees and facilitators, will undergo a formal or informal induction in which:

- They sign up to the child protection policy.
- Child protection procedures are explained and training needs established.

8. Use of photographic filming equipment:

These guidelines apply to all forms of technology that can be used to record images. In addition if you use an external venue you need to check their policy on the use of photographic filming equipment.

If a professional photographer, the press or an AVP Britain representative is invited to cover services, events or activities the event organiser must:

- Inform participants and parents that a photographer will be in attendance and ensure they consent to both the taking and publication of films or photographs by asking them to complete a consent form.

- Ensure that the photographer wears their identification or is provided with identification at the event.
- Ensure that the photographer has no unsupervised access to children or vulnerable adults.
- Ensure the last names of children or vulnerable adults are not used in photographs or film footage (unless with the express permission of the vulnerable adult or child's parent).

9. Information:

This document shall be circulated to all staff and volunteers. The Trustees shall review the content and effectiveness of the policy annually and at other times as may be necessary. The Chair of the Trustees is responsible for ensuring the policy's full implementation. This policy statement was approved by the Trustees on 28th February 2008.

AVP Britain
Disability statement

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1. Policy statement:

The aim of this statement is to ensure that no person receives less favourable treatment on the grounds of their disability. AVP Britain will adhere to the principles of the Disability Discrimination Amendment Act 1995 amended in regard to employment and service provision.

AVP Britain will ensure the following:

- Not to treat a disabled person less favourably for any reason relating to their disability.
- Provide reasonable adjustments for disabled employees and members using AVP Britain facilities and services where possible, even if this requires more favourable treatment.
- Promote equality of opportunity between disabled people and other people.
- Promote positive attitudes towards disabled people.
- Encourage participation by disabled people in public life.

2. Definitions:

The Disability Discrimination Act (DDA) 1995 aimed to end the discrimination that many disabled people face. This Act has been significantly extended, including by the Disability Discrimination Act 2005. It now gives disabled people rights in the areas of:

a. employment
b. education
c. access to goods, facilities and services.

AVP Britain recognises the wide definition of a disabled person that includes physical or sensory impairment, dyslexia, dyspraxia, medical conditions, including (HIV, cancer and MS), mental health difficulties and learning difficulties.

AVP Britain strives to provide an environment, which both encourages, people with disabilities to seek employment with the company as well as providing an accessible training environment.

Discrimination is deemed to have occurred when:

- A disabled person is treated less favourably than someone else.
- The treatment is for a reason relating to the persons disability and that treatment cannot be justified.
- There is failure to make reasonable adjustment and that failure cannot be justified.

3. Training:

Disability discrimination will be included, as part of the induction on diversity and equal opportunities, for all staff, and training for staff in disability issues will be offered as appropriate. In this way, we will be actively promoting disability equality.

4. Service delivery:

All AVP Britain workshop enrolment forms shall provide space for disabled participants to note any specific requirements. AVP Britain will make reasonable adjustments were possible to meet these needs.

All AVP Britain evaluation forms will offer disabled participants the opportunity to comment on the facilities available to them. AVP Britain will act on the feedback given pertaining to issues relating to a disabled person's needs or discrimination of a disabled person. Furthermore, based on constructive feedback, AVP Britain will make reasonable adjustments where possible.

5. Review:

This statement is part of a process of change and in line with government legislation will be reviewed annually alongside the **AVP Britain equal opportunities policy**. This will include an annual audit of the facilities and materials made available to support the needs of the disabled using AVP Britain premises and services.

6. Information:

This document shall be circulated to all regional groups. This policy statement was approved by the Trustees on 28th February 2008 and will be reviewed annually or where appropriate.

AVP Britain
Equal opportunities policy

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1. Policy statement:

The purpose of this policy is to provide equal opportunities to all job applicants, staff, volunteers and beneficiaries; irrespective of their gender, race, ethnic or national origin, disability, age, religion, social class, gender orientation, gender reassignment, marital status or sexual orientation. We oppose all forms of unlawful and unfair discrimination.

All employees, whether part-time, full-time or temporary, will be treated fairly and equally. Selection for employment, promotion, training or another effect will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

2. Our commitment:

- AVP Britain is committed to taking positive action to fight unlawful discrimination in every respect of its work.
- AVP Britain is an equal opportunities employer and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, ethnic or national origin, religion, age, gender, sexual orientation, marital status, HIV antibody status, AIDS or disability, nor should they be disadvantaged by requirement. AVP Britain will strive to redress any imbalance that may become evident.
- AVP Britain will endeavour to establish a broad base for consultation to identify priorities and needs as reflected by the black and minority ethnic population.
- This policy is to be fully supported by senior management. The Trustees shall review the content and effectiveness of the policy annually and at other times as may be necessary. The Chair of the Trustees is responsible for ensuring the policy's full implementation.
- AVP Britain will monitor and review the composition of its Trustees and management committee with the aim of promoting a broad-based representation.
- Every employee is entitled to a working environment which promotes diversity and respect to all. No form of intimidation, bullying or harassment will be tolerated. We endeavour to treat our sub-contractors in the same way as our staff.
- Breaches of the equal opportunities policy will be regarded as misconduct and could lead to disciplinary proceedings.

3. Our responsibility:

This policy will be implemented within the framework of relevant legislation which includes:

- Equal Pay Act (as amended) 1970
- Sex Discrimination Act (as amended) 1975
- The Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000)
- Disability Discrimination Act 1995
- Employment Rights Act 1996
- Human Rights Act 1998
- Part-time Working Regulations 2000
- Employment Equality (Religion or Belief) Regulations 2003
- Employment Equality (Sexual Orientation) Regulations 2003
- The Gender Recognition Act 2004
- The Civil Partnership Act 2004
- Disability Discrimination Act 2005

- Employment Equality (Age) Regulations 2006
- Equality Act 2006 (Gender Equality Duty)
- Equality Act 2006 – Part 2 (Discrimination on grounds of religion or belief)
- Equality Act (Sexual Orientation) Regulations 2007

4. Defining discrimination:

According to the legislation there are two types of discrimination that are unlawful:

- Direct discrimination refers to the less favourable treatment of people due to, for instance, race, gender or religion.
- Indirect discrimination refers to discrimination that is inherent in the requirements of a job and/or conditions and practices imposed on the job that have an adverse impact on one group or another.

There is also 'victimisation' where by under certain legislation people are protected when bringing a complaint of discrimination.

5. The scope of this policy:

This policy applies to:

- all staff employed by AVP Britain.
- all aspects of promotional and training functions of AVP Britain.
- all volunteer members of AVP Britain and affiliated organisations. AVP Britain would expect its membership to concur with and actively promote these objectives.

6. Recruitment and employment of staff:

A written job description and person specification shall be prepared in respect of every vacancy that arises and every new post that is created.

Information to those applying for posts shall clearly state what the job entails and the minimum requirements for the post. In asking applicants for information, the information requested must be relevant to the job. It shall be checked and agreed by the staff and relevant committee members for direct and indirect discrimination, including culture-bound assumptions and ageism before the recruitment procedures commence. Applicants should be made aware that general life experience and voluntary as well as paid work are valued.

All jobs shall be advertised openly and as widely as possible. Applicants shall be selected according to their ability to perform the required task as stated.

At both the short-listing and the appointment stage, brief notes shall be made on each application indicating clearly why the applicant has or has not been short-listed or appointed.

No interview, for any post should be conducted by a panel of fewer than three representatives or more than five members of the Trustees or management committee. All interview panels shall be suitably representative of gender and the various ethnic groups within the membership of the organisation. Members of staff will be involved at all stages of the selection process in an advisory role.

An open invitation will be given to short-listed applicants with a disability to discuss their specific needs and requirements. AVP Britain will take all reasonable steps to ensure that the specific needs of disabled employees are met.

During each interview, notes should be taken and at the end of the interview a form should be completed for each candidate, assessing their response to the topics and themes raised.

These should be reviewed at the end of the interview process by the panel to see that each candidate has been treated fairly.

Questions on the following topics are forbidden in an interview. Any candidate who is asked these questions has the right to refuse to answer. It is the responsibility of the Chair, or any other member of the panel to stop such questions being asked: age, marital status, sexual orientation, occupation of partner, number of children/domestic arrangements (it should be made clear that the organisation aims to be flexible to individual requirements). An equal opportunity section should be included on the application form. The equal opportunities policy and the purpose of monitoring should be clearly explained.

Employment procedures and practices will be undertaken strictly in accordance with the following and all other relevant legislation:

- Equal Pay Act (EPA) 1970
- Sex Discrimination Acts (SDA) 1975 & 1986
- The Employment Equality (Sexual Orientation) Regulations 2003
- The Employment Equality (Religion or Belief) Regulations 2003
- Race Relations Act (RRA) 1976, as amended by the Race Relations
- (Amendment) Act 2000
- Disability Discrimination Act (DDA) 1995
- Human Rights Act and the European Convention on Human Rights

In order to implement this equal opportunities policy, AVP Britain accepts that it needs to ensure that all members and staff involved in selection and recruitment within the organisation are given adequate and appropriate training in:

- interview techniques
- codes of practice
- disciplinary and grievance procedures as contained in the AVP Britain complaints policy

7. Recruitment and selection of volunteers:

In seeking to appoint a volunteer (facilitator, member of a management committee or a Trustee) the principles of equal opportunity must apply.

Information to those applying for posts should make clear what the post entails and the minimum requirements. In asking applicants for information the information must be relevant to the job.

Vacancies should be advertised as widely as possible. Regional coordinators and nominated committee members will be responsible for the selection of volunteers and selected according to their ability to perform the required task.

8. Training and support:

In the provision of training, the equal opportunities policy should be brought to the attention of those undergoing training and a copy given during induction. All employees and volunteers should go through an induction programme.

New staff should be inducted into the staff development and training policy and made aware of training opportunities available to them, and be positively encouraged to take them up. All reasonable facilities will be offered to staff to take study leave.

All workers should have access to support. If a worker feels isolated, provision should be made for support from other parts of AVP Britain or outside the organisation.

9. Discipline and grievance procedures:

It shall be made clear to all employees, volunteers and attendees at workshop that discrimination, abuse or harassment on the grounds of race, gender, disability or sexual orientation, if proven, is not acceptable and for employees is a dismissible offence.

All employees, volunteers and attendees at workshops shall receive guidance of what to do if it occurs as stipulated in the **AVP Britain complaints policy**.

10. Service delivery:

AVP Britain is committed to ensuring equality of access to all its services. The Trustees will take action to provide genuine equality of opportunity to counter past discrimination and to monitor the outcome. The Trustees will aim to ensure that no sector of the community shall be denied access or receive a poor service on the grounds of age, race, gender, disability, sexual orientation, class, marital status, ethnicity or religious belief.

The Trustees will aim to ensure that all its services will be provided in line with this anti discrimination policy. In order to promote equality of access the Trustees will aim to ensure that the ***regional groups*** adhere to the following:

- that publicity information on services is widely available and where necessary targeted to ensure maximum awareness of provisions.
- that thought is given to the wording of advertising and publicity to make it accessible to all sections of the community.
- that all services are flexible and responsive to the changing needs in the community. In particular, that that the physical access needs of workshop attendees are considered and efforts made to prevent that becoming a barrier to attendance. In the provision of food for workshops, the dietary needs of those attending need to be taken into account.
- that services are based on consultation with participants who receive our services and positive steps are taken to include excluded groups in decision making.
- that positive action programmes will be developed to target the needs usually excluded groups.
- that systems are developed to audit and monitor service delivery and consumer satisfaction.
- that an accessible complaints procedure will be developed to ensure against discrimination in service allocation and delivery.

11. Monitoring and reviewing:

Information needs to be kept on those employed so that the effectiveness of the policy can be assessed. Regional groups must keep records on their paid employees, members of management committees and workshop participants. Centrally, NAG shall maintain a record of all employees paid centrally, Trustees and facilitators. The record should include the composition of employees in respect of gender, ethnic group and those with a disability. When asking for this information it should be made clear why it is needed.

Annually information gathered will be reviewed by regional groups and Trustees and indicated action taken. At this time the Trustees will review this policy statement and re-issue it with any necessary amendments.

12. Information:

This document shall be circulated to all employees, job applicants and volunteers. This policy statement was approved by the Trustees on the 28th February 2008 and will be reviewed annually or where appropriate.

AVP Britain: Training policy

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1. **Responsibility:** Responsibility for co-ordinating the training and nurturing of facilitators has been delegated by the Trustees to the training group. Working with the National Action Group and regional groups they will determine the frequency and locations of T for F workshops. They will also work with regional groups to ensure that provision is made for follow-up training, development, mentoring and support.

2. **Register of facilitators:** AVP Britain will maintain a register of facilitators, showing the range of the experience they have had in and outside of AVP. Only facilitators whose names appear on the current register should be included in workshop teams.

3. **Selection and training:** All facilitators will have experienced AVP workshops as participants before being trained for AVP work. This may include AVP experience in other parts of the world. In selection and training of facilitators due note may be taken of other relevant experience but this cannot be a substitute for all AVP experience. Effort will be made to increase the diversity of facilitators, in the spirit of the AVP Equal opportunities policy. While AVP publicity may be directed at people interested in becoming facilitators it should not imply automatic progress or acceptance.

4. **Selection for T for F:** Participants interested in becoming AVP facilitators will be asked to consider a self-assessment questionnaire and must be recommended by their second level facilitating team.

5. **Format for T for F:** Training for facilitators is a blend of advice on good practice and practical experience gained through working in teams of 3 or 4 trainees. In a six-session workshop two teams can each have adequate practice. Each additional trainee team requires an extra session (and preferably an extra trainer). The number of participants accepted will reflect this policy.

   Experience has shown that it is difficult to give adequate cover to the whole field in this time and training for facilitators workshop will not normally attempt to cover role play. This is now a topic for a follow-up TforF and no apprentice facilitator should be involved in leading role play before this follow-up training.

6. **On-going Training**

   a) Regional groups will organise a programme of follow-up training in conjunction with the training group. These workshops will cover such topics as role play, lead facilitation, prison workshops.

   b) Every facilitation team will try to identify any training needs which have become apparent during a workshop and will inform the training group (via their workshop evaluation report).

7. **Mentoring & Support:** AVP Britain will maintain a system of mentors. Every facilitator should have an experienced facilitator to whom he/she can turn for support: e.g. to discuss any particularly stressful incident which has occurred in a workshop (which might have involved either a participant or another facilitator). Every participant attending a training for facilitators workshop will be given an AVP logbook and will be guided towards establishing a relationship with a mentor.

AVP Britain: Volunteer policy

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1. Introduction

This policy is intended to ensure consistency and good practice in managing AVP's volunteers.

AVP encourages community involvement through voluntary work. AVP values the contribution made by a wide range of volunteers, from facilitating workshop delivery to decision making in committees.

All regional coordinators are required to be familiar with this policy, and the national action group are responsible for its implementation.

2. Key values

- Commitment - from the whole organisation to creating a positive environment in which the involvement of volunteers leads to a quality experience for all concerned.
- Accessibility - of the opportunity to volunteer to a wide range of people in the community
- Realising potential - identifying and recognising an individual volunteer's contribution and valuing it; seeking to maximise their potential to the benefit of both the volunteer and the organisation.
- Respect - volunteers should not be out of pocket, or put at risk of harm, discrimination or exploitation.

3. Volunteer task identification and specification

Before a voluntary position is created, it must be approved by the appropriate regional management committee or sub group, who should consider the following:

- If a staff post is made redundant, it must not be filled by a volunteer.
- The position must allow for personal development on the part of the volunteer
- Staff must be consulted and, where the position will affect the role of existing volunteers, they too must be consulted.
- A task description outlining the duties, skills or personal qualities required and terms and conditions must be available in writing. Benefits to the volunteer must also be specified.

4. Recruitment and selection

Regional coordinators and nominated committee members with the appropriate skills will be responsible for the selection of volunteers. Volunteers will be recruited from the widest possible base and selected according to their ability to perform the required task as stated in our **equal opportunities policy.**

A task description and person specification will be drawn up for each volunteer role. It will make clear AVP's expectations of the volunteer, and what AVP offers the volunteer.

The regional coordinator or nominated committee member will respond as soon as possible to the volunteer's enquiry, and definitely within one week unless there are exceptional circumstances, for example holiday or sickness.

- **Volunteer facilitators**
  Regional coordinator should follow the specific guidelines outlined in the **facilitator training policy** when recruiting new apprentice facilitators.

- **Other volunteers**
  All other volunteers will be asked to complete the standard AVP volunteer application form.

AVP will take up references on all volunteers, one of the referees should be official, not just a friend.

Volunteers will be asked to disclose criminal convictions, and disclosures should be asked for from the criminal records bureau in cases where volunteers have regular contact working with children under 18, or with vulnerable adults who are at risk.

A volunteer will be invited to work for a mutually agreed trial period, during which either party can opt out if they feel the placement is not suitable

If unable to involve a particular volunteer, the member of staff responsible for selection must make the reasons clear to the volunteer.

5. Support

A member of staff will be nominated to provide support to each volunteer (for facilitators this will be their learning mentor). If that person is unavailable when a volunteer attends, clear instructions must be left for the volunteer and/or another staff member briefed. All staff should be courteous to and supportive of volunteers.

Staff must devote time to support volunteers; if necessary staff should be provided with training in relevant skills.

Regard will be shown for individual volunteers' needs for support.

A working climate must be created where volunteers can develop, and if appropriate move on.

6. Induction and training

- **Volunteer facilitators**
  Regional coordinator should follow the specific guidelines outlined in the **facilitator training policy**. In addition, regional coordinators should ensure that facilitators receive a copy of the facilitator handbook, level one manual, have registered with the AVP Britain website and have signed a volunteer agreement.

- **Office volunteers**
  All volunteers will be given an introduction to AVP. Requirements of the task and boundaries must be explained. Supervisors will go through the induction checklist with the volunteer and asked to sign a volunteer agreement. A template induction checklist is included at the end of this policy.

Where possible, any training required to enable volunteers to perform their roles, will be arranged for by AVP.

7. Role in decision making

Volunteers should be consulted on any major policy or operational changes in AVP that might affect them.

Volunteers will be encouraged to express their opinion on the work of AVP and to develop their role within AVP.

8. Expenses

Out of pocket expenses for voluntary work carried out with the agreement of the relevant staff will be reimbursed, including travel to and from the place of work. Expenses forms will be given to volunteers, and the procedure for reimbursement explained.

Where voluntary work involves a shift of more than 5 hours over a meal-time, a meal will be provided or cost of lunch reimbursed up to, but not exceeding, the current rate of £5. Where voluntary work involves an evening shift, evening meals will be provided or reimbursed up to, but not exceeding, the current rate of £15. Where voluntary work requires an overnight stay, accommodation will be provided or cost of accommodation reimbursed. Volunteers must not be paid a fixed regular amount, as this could result in them being classified as part-time paid workers.

Travel to and from the place of work: For journeys which cannot reasonably be made by public transport, a mileage allowance of 40p a mile will be paid. When passengers are carried on AVP business, a passenger allowance of 2p per passenger per mile will be paid.

Some regions who have designated funds for this purpose may consider reimbursement of crèche, child-minding fees or other dependency costs incurred in order to be available for voluntary work.

9. Dealing with concerns and issues

- **Mediation/complaints**

Any concerns raised by volunteer should be taken up firstly with the person who supports and supervises them, unless the issue is with that person. Otherwise, or if the matter is not satisfactorily dealt with, they should take the matter up with the regional coordinator. Please refer to the **complaints policy** for further guidance on these procedures.

- **Taking up issues with volunteers**

Volunteers will be made clear about the tasks they are to perform, what is expected of them and boundaries of the role. If there is a matter of misconduct or unsuitable performance, the supervisor will take this up with the volunteer as soon as possible and inform the regional coordinator. Please refer to the **complaints policy** for further guidance on these procedures. Where serious issues of misconduct are reported, the regional coordinator should inform the national action group to ensure it can be relayed to other local coordinators, should the volunteer move regions.

10. Health and safety

Volunteers are covered by AVP's **health and safety policy**, and should be encouraged to read it. Health and safety procedures should be included in volunteers' induction.

All volunteers will be made aware of the above rights and conditions without having to ask. Details of current rates for expenses, AVP's health and safety policy and equal opportunities policy must be readily available.

11. Insurance

AVP's staff and volunteers are protected through employers' liability, general liability insurance and professional indemnity insurance for claims arising from:

- Personal injury to the member of staff or volunteer arising because of employers' negligence through the course of their work
- Claims by a third party for damages caused by the member of staff or volunteer, including bad advice.

12. Confidentiality

Volunteers are made aware of their confidentiality responsibilities as part of their volunteer agreement. Knowledge of volunteers' personal details is restricted to those who need it, and passed on only with volunteers' consent. Personal documents on volunteers will be kept securely.

13. Equal opportunities

AVP relies on volunteer participation to keep it relevant and accessible to the community it serves and so encourages involvement from all sections of the community.

AVP operates an **equal opportunities policy**, and should ensure that it does not unfairly exclude or discourage the involvement of potential volunteers because of:

- Class
- Race, colour, nationality or ethnic background
- Physical disability, learning disability or mental health need
- Age
- Sex or marital status
- Sexual orientation
- Unrelated criminal record
- Religious belief
- Other criteria not relevant to the needs of the task

Each volunteer task specification must make clear the volunteer's requirements to adhere to the equal opportunities policy.

It should be made clear to volunteers what behaviour or language is not tolerated. Should an incident arise which they cannot resolve themselves, they should refer to the mediation/grievance procedure.

AVP will make every effort to accommodate volunteers with extra support needs or disabilities. If this does not prove possible, AVP will give the individual in question a full explanation.

14. When a volunteer leaves

When a volunteer tells you that they are leaving, they should be asked to complete an exit questionnaire form. This could be worked through with them, if the volunteer wishes, or could be sent to them in the post, particularly when they have left unexpectedly.

Volunteers should be told that a reference will be supplied provided they have been volunteering for at least a month.

Information

This document shall be circulated to all regional groups.

The executive committee shall review the content and effectiveness of the policy annually, and at other times as may be necessary. The Chair of the Trustees is responsible for ensuring the policy's full implementation.

This policy statement was approved by the trustees on 28th February 2008 and will be reviewed annually or where appropriate.

Induction checklist for volunteers

Name: _____

Date of induction: _____

Please tick appropriately if the following topics were covered during your AVP induction:

	Yes	No
Introduction to Alternatives to Violence Project	☐	☐
Organisational structure	☐	☐
Office procedures	☐	☐
Building fire procedures	☐	☐
Regional group activities	☐	☐
AVP Health and safety Policy	☐	☐
AVP Equal opportunities policy	☐	☐
Complaints procedure	☐	☐
Volunteer agreement	☐	☐

AVP Britain
Expenses policy

Out of pocket expenses for work carried out on behalf of AVP Britain with the agreement of the relevant staff will be reimbursed. Expenses forms will be given to staff and volunteers, and the procedure for reimbursement explained.

Volunteer expenses:

Meals
Where voluntary work involves a shift of more than 5 hours over a meal-time, a meal will be provided or cost of lunch reimbursed up to, but not exceeding, the current rate of £5. Where voluntary work involves an evening shift, evening meals will be provided or reimbursed up to, but not exceeding, the current rate of £15.

Accommodation
Where voluntary work requires an overnight stay, accommodation will be provided or cost of accommodation reimbursed.

Travel
Volunteers may claim expenses for travel to and from the place of work. For journeys which cannot reasonably be made by public transport, a mileage allowance of 40p a mile will be paid. When passengers are carried on AVP business, a passenger allowance of 2p per passenger per mile will be paid.

Dependency costs
Where regions have designated funds for this purpose, you may consider reimbursement of crèche, child-minding fees or other dependency costs incurred in order to be available for voluntary work.

Communications
Telephone or mobile calls made on behalf of AVP Britain can be reimbursed. The calls should be claimed monthly following the arrival of your bill and should be clearly highlighted on the itemised bill and show the number called and the time and duration of the call.

Consumables
Paper and other consumables used on behalf of the AVP can be reimbursed up to a set limit agreed by your regional coordinator. You must also bear in mind:
1. A budget to be obtained, from AVP Britain prior to any purchase being made.
2. AVP may be able to supply the item at a lower cost due to bulk purchase.
3. Where possible generic items should be purchased in place of branded more expensive items.
4. An itemised receipt must support any purchase made.

Postage
Postage costs can be reimbursed. You should obtain a receipt from the post office for all purchases of stamps and postage of items.

Volunteers must not be paid a fixed regular amount, as this could result in them being classified as part-time paid workers. Expenses forms will be given to volunteers, and the procedure for reimbursement explained. All expenses claims must be supported by valid VAT receipts.

AVP Britain
Expenses claim form

Name:
Address:

Tel:
Expenses: Please attach receipts where possible.

Date	
Activities Covered	
Budget heading (e.g. Workshop, PAG, Management Committee)	
Personal	
Travel	
Meals/refreshments	
Accommodation (B&B)	
Training/Conferences	
Workshop	
Room Hire	
Catering	
Materials	
Admin	
Postage	
Printing/stationary	
Advertising/publicity	
Telephone	
Other (please specify)	
TOTAL:	

I confirm that the above expenses have been made on behalf of AVP Britain.

Signed: **Date:**

Please return your completed form to your regional coordinator with signed receipts.

(For Office use only)

Date paid: Cheque number:

AVP Britain:
Staff disciplinary and grievance policy

Within the ethos of AVP it is to be expected that any concerns about the conduct or performance of an employee will be shared with the person concerned directly and at the earliest possible moment. If it is a minor matter the person appointed to have oversight of that worker should do this informally.

Similarly, any employee unhappy about some aspect of their employment is encouraged to share their concerns directly, and at the earliest possible moment, with the person having oversight of their work. The sharing of the concern will lead - hopefully - to a constructive discussion and the resolution of the problem.

When matters cannot be resolved informally to the satisfaction of both parties, the Disciplinary or grievance procedures must be used.

Disciplinary procedures

Where there is an unresolved or recurrent problem, a concern about conduct, or some other more serious matter that raises concern about the ability of the worker to meet the requirements of the post, the matter will need to be dealt with formally. At all stages in the disciplinary process the worker may be accompanied by a companion i.e. a colleague, friend or trade union representative. The person representing AVP Britain may also have an adviser. The opportunity will always be provided for both sides to share evidence and views so that concerns can be properly tested.

Stage 1

Except in the case of alleged gross misconduct (see below) the person appointed to have oversight should arrange a formal disciplinary hearing with the worker when the concerns will be shared and the worker given an opportunity to respond. If the concerns are substantiated an oral warning may be given. In agreement with the worker, so far as possible, the person having oversight should determine a plan of action intended to resolve the problem within a specified time. A date should be fixed for a review, and a note of the meeting placed in the worker's file for a period of 3 months. Copies of the note will be available to the employee and their representative (The time period for the warning to remain in force may be varied if considered appropriate - depending on the nature of the offence.)

The Trustee with responsibility for personnel matters will be informed when an oral warning has been given.

Stage 2

Following an oral warning, and if at the time of the stage 1 review the concerns have been resolved, this should be noted in the worker's file. If the concerns have not been resolved a further disciplinary hearing will be arranged, normally within ten working days. The hearing will be before two members of the personnel sub-group, who may decide to give a written warning by way of a formal letter stating that continued lack of improvement will be likely to result in termination of employment.

At the stage 2 disciplinary hearing a continuing plan of action will be determined, and a date fixed for a further review. A copy of this written warning will be kept on the employee's personal file. The warning will be disregarded for disciplinary purposes after 6 months subject to satisfactory conduct and performance. A copy of the letter and file entries will also be sent to the Trustee with responsibility for personnel matters.

Possible termination of employment

If at the time of the stage 2 review the problems have not been resolved, the person having oversight will write to the worker outlining the concern and asking the worker to attend a disciplinary hearing before two Trustees. This will normally be within ten working days. The disciplinary panel may decide to allow a further opportunity for improvement, or may dismiss the worker. Where the decision is taken to dismiss the worker, the full reasons for this decision will be set out in writing and the worker advised of their right to appeal.

A copy of any final written warning, given at this stage will be kept on the employee's personal file. The warning will be disregarded for disciplinary purposes after 9 months subject to satisfactory conduct and performance.

Gross misconduct

In the event of alleged gross misconduct the person having oversight may suspend a worker whilst the matter is investigated. The gross misconduct may be a breach of trust (theft, fraud, dishonesty or breach of confidentiality), or serious professional misconduct (e.g. harassment or assault, being at work under the influence of drink or drugs), or any other conduct likely to bring the organisation into disrepute. The worker will be asked to attend a disciplinary hearing before two Trustees, normally within ten working days, and may be dismissed. In the event of dismissal the worker will be provided with a written statement of the reason to dismiss and be informed of their right to appeal.

Appeal

The worker will have the right to appeal against a disciplinary decision:

- Against an oral or written warning to the Trustee with responsibility for personnel matters or another Trustee nominated by the Chair of Trustees
- Against dismissal to a panel of three Trustees none of whom were party to previous decisions

Notice of appeal should be made in writing within seven days of the disciplinary decision and sent to the Trustee with responsibility for personnel matters.

The appeal should be held within fifteen working days of receipt of the letter.

Grievance procedures

As with disciplinary matters, within the ethos of AVP it is to be expected that any concerns about employment, treatment or support, or about the conduct of a manager or Trustee, will be shared with the person concerned directly and at the earliest possible moment. If it is a minor matter this should be done informally. The sharing of the concern will lead - hopefully - to a constructive discussion and the resolution of the problem.

Should the concern persist the worker has a right to present a grievance in writing and to ask formally for that grievance to be heard within ten working days. The person providing oversight will normally hear a grievance. If the nature of the grievance makes this inappropriate, the Chair of Trustees will appoint a Trustee to hear the grievance.

As in disciplinary matters, the worker will be free to bring a companion to the grievance hearing. The companion, who may be a colleague, friend or trade union representative, may put the workers case, sum up the workers case and respond on the workers behalf to any views expressed at the hearing. The outcome of the grievance will be set out in writing and provided to the employee who raised the grievance.

Appeals

A worker dissatisfied with the outcome of a grievance has the right of appeal to two Trustees not previously involved.

The appeal should be submitted within 10 working days of the written notification of the outcome. The worker must set out the grounds for appeal, the reasons why they believe the outcome of the earlier stage is not satisfactory and why they believe their complaint remains unresolved. Receipt of the appeal will be acknowledged within 10 working days.

The decision on the appeal will be conveyed in writing. Where an appeal is rejected either wholly or in part the reasons will be given in the response. The decision at this stage is final.

Documentation

Records should be kept at each stage of the formal grievance procedure and all parties involved in the grievance should have the opportunity to check their accuracy. These records should be kept confidential and retained in accordance with the Data Protection Act 1998.

Copies of any meeting records should be given to the employee concerned.

AVP Britain: Staff personal conduct policy

AVP expects the highest standards of personal conduct from its employees at all times and will not tolerate behaviour or conduct which:

- Inhibits the achievement of AVP's objectives
- Is liable to damage the standing of AVP in the eyes of its clients or the general public
- Is liable to damage the standing or credibility of an individual within AVP
- Constitutes misconduct, which may result in disciplinary action. Examples include:

a) Frequent lateness
b) Lack of cooperation
c) Inappropriate attitude, e.g. not contributing to team, rudeness
d) Refusal to follow reasonable instruction
e) Sexual/racial/disability/religious or belief based discrimination or harassment
f) Bullying
g) Breach of Health and Safety policy
h) Inappropriate dress or behaviour, e.g. where inconsistent with the reputation of the organisation

Such behaviours may result in action under the disciplinary policy.

AVP Britain: Staff confidentiality policy

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You are expected to use sensitive information properly and to have due respect for confidentiality. Information gathered whilst working for AVP should not be used for commercial or personal gain, or otherwise misused.

All documents, electronic and other information generated by employees in the course of their employment are the property of AVP. Employees may not retain, without permission, any documents so generated which are no longer needed for their official duties and must surrender them on leaving service, e.g. working papers or information relating to clients.

At the request of AVP, or in any event on termination of your employment, you are required to return property belonging to AVP which may be in your possession or under your control. In addition to working papers or information relating to clients identified above, this includes but is not limited to documents, correspondence, magnetic disks, tapes or other software storage media and all other property belonging to AVP.

Criminal offences

An employee who is arrested and refused bail, or is convicted by a court of a criminal offence (with the exception of a traffic offence for which the penalty did not involve imprisonment or disqualification), must report the fact at once to their manager. Action may be necessary depending on individual circumstances and may include transfer to other work or, where unavoidable, dismissal in accordance with the Disciplinary procedure (section 4.10).

Employee fraud

AVP will not tolerate employee fraud. Any indication of fraud by AVP employees will be investigated and, where appropriate, prosecuted. Disciplinary action will also be taken which may lead to dismissal. It is the responsibility of employees to draw to the attention of management any suspicions of fraud.

Use of IT

Employees and volunteers are permitted to make reasonable and limited personal use of the internet in their own time' or in an emergency through the AVP system. There are, however, conditions imposed on this personal use, namely that AVP computers must not be used to:

- Access sites, which contain material which is illegal, racist or pornographic or which could otherwise, cause offence to colleagues.
- Download, send or forward material, which could cause offence. This includes defamatory material, communications, which could constitute harassment, or messages conflicting with the duties of the individual or with AVP policies.
- Gamble.
- Undertake shares or securities dealings.
- Undertake transactions related to a personal business.
- Make personal purchases.
- Subscribe to bulletin boards, news groups, or user groups (unless this is done with the permission of line management or IT security and it is in direct connection with the business of AVP.

- Copy or download material that may infringe intellectual property rights.
- Download software as this may facilitate the introduction of malicious software to the network or surreptitiously transmit confidential data to developers of the software.

Given system implications, download video or music files or open up or forward video or music email attachments for personal use. You must not download onto the network nor any AVP PC nor distribute using the email facility any unauthorised data, images or software, or any material that is illegal, pornographic, racist or likely to cause offence in any way, nor any material which is likely to disrupt the email facility, nor any material which may harm the reputation of the organisation.

AVP Britain:
Guidance on how to write an effective job description

A job description is an important document as it defines the roles and responsibilities of a post. It underpins the employment relationship and has a number of uses including:

- To support recruitment, providing details of a role to prospective applicants and underpinning the selection process
- As part of the contract of employment to define duties and responsibilities
- As a point of reference in the performance review process when agreeing job objectives
- As a basis for induction and other training

For each of these purposes further information will usually be required, for example a detailed person specification to support recruitment, but the clarity and quality of the job description is very important.

A job description should include:

- **Title of position**

- **Reports to** – the post to which this post will report

- **Salary**

- **Office base** – location of the role

- **Overall job purpose** - this should usually be described in one sentence, which should state why the job exists.

- **The key responsibilities of the post –** this is not a list of tasks but should focus on the 6 to 8 main responsibilities. Starting each responsibility with an active verb e.g. "to manage", "to develop", "to write", "to lead" helps focus on the real responsibilities of the post and what it is expected to deliver.

- **Skills and experience required –** these should relate directly to the role and should include the length and type of experience required. It should also include education and training where this is necessary for satisfactory job performance. Any criteria relating to personal qualities must be essential and relate directly to the role and must be equally applied to all groups otherwise it is potentially discriminatory.
  Criteria that would be useful to have but not essential, should be categorised as desirable and must be applied to all groups otherwise it is potentially discriminatory

- **Competencies -** Competencies are behaviours, skills, knowledge and attitudes that lead to effective job performance. Competencies underpin the objectives that an employee agrees as part of their performance development review.

  In terms of the recruitment and selection process competency based questions play a vital role in the initial application process and subsequently during the interview process. The competency-based questions enable the panel members to evaluate the candidates; skills, behaviours and knowledge by drawing on specific examples related to their current/previous work experience.

AVP Britain: Guide to advertising and short listing

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Recruitment
AVP Britain's recruitment, selection and promotion processes are governed by the organisation's principles of openness and non-discrimination. The processes are designed to achieve the best match between the individual's knowledge, skills and experience (competencies), and the requirements of the vacant post.

Advertising

The aims of recruitment advertising are to:

- Give as much information as possible about a vacancy
- Encourage responses from a broad cross section of people who are capable of doing the job
- Deter responses from people who may not match the job requirements.

The advertising process

Advertisement checklist

Advertisements for all posts should contain the following items, as appropriate:

- The advertisement headline - this can be the job title, job location or a statement that will attract attention
- Place of employment and/or job title (if not in the headline)
- Hours of work
- Salary/grade
- Duration of contracts i.e. whether it is permanent, temporary, fixed term, etc.
- Any specific conditions of employment e.g. home working
- Brief outline of key duties.
- Date of interviews if known (effort must be made to set interview dates for inclusion in adverts)
- Where to get further details and how e.g. address, telephone number, postcode,
- Closing date
- Equal Opportunities Statement.

A guide to short listing

Short listing is the process of sifting through the application forms and selecting those applicants who most closely meet the criteria on the person specification.

Short-listing should be completed as soon after the closing date as possible and should be undertaken by all members of the selection panel.

There should be a minimum of two people on a panel and ideally, members of a panel should be available to take part in the whole selection process. Panel member must be familiar with anti discrimination legislation.

Evidence must be recorded against each factor as to why an applicant meets the criteria. Any additional information as to why an applicant was not short-listed must be fully recorded, signed

and dated. This is vital, as it will assist AVP in the event any grievances are raised at this stage of the process, e.g. age discrimination.

Short-listing should be based solely on the information contained in the application form, which should be assessed against the requirements of the person specification with supporting evidence. Applicants should be assessed on whether or not they meet the essential criteria, which must be applied to all the applicants consistently and fairly. Be aware of possible unconscious bias, i.e. making judgements based on personal information such as applicants' names, educational establishments attended or organisations in which they had worked.

The question to ask yourself is: **Does the applicant meet the criteria based on the person specification?** Please remember that where the criteria are not applied fairly, objectively and consistently, the integrity and fairness of AVP's recruitment procedures is jeopardised and it could be open to claims of discrimination and unfair treatment. **Remember that it is unfair to introduce new criteria at the short-listing stage.**

Where the initial short listing produces a large number of applicants who meet the essential criteria, the desirable criteria can be used to reduce the number short-listed to a manageable level. The desirable criteria, however, should not be used in place of essential criteria, which have not been met.

In deciding which applicants to shortlist, panel members should decide against each factor/criteria whether the applicant has **met or not met** the criteria. To determine this, the panel needs to agree beforehand what the expectations are or what evidence needs to be demonstrated for an appropriate assessment to be made.

Evidence indicating why an applicant was short-listed or not, should be provided against each criteria. It may be useful to use a short-listing grid to provide an at-a-glance indication of the assessment rates of all applicants.

The panel must seek to reach agreement on each of the applicants short-listed. Applicants should not be short listed if they do not meet ***all the essential criteria***.

Applications are confidential to those short-listing.

No suitable candidates

In a situation where none of the applicants meets the essential requirements the job will need to be re-advertised. Before re-advertising the following points must be considered:

- Should the advertisement be improved?
- Was the job advertised in the right place at the right time? Should the media be changed?
- Are the job requirements realistic? Do they warrant a review?
- Is the job itself realistic?
- Is the pay level right?

Notifying applicants

Applicants not short-listed

It is the practice of AVP to include a statement to all external applicants that due to the high volume of applications, applicants should assume they had not been successful in being short-listed if they had not heard within a period of four weeks from the closing date.

Applicants who are short-listed

Applicants will be informed that they have been short-listed and invited to the next stage of the selection process. At least five working days' notice must be given, unless dates have already been indicated in the advert. The letter to the applicants will include the following information:

- Job title
- Date and time of interview
- Place of interview
- Who/where to report to on arrival
- Telephone number/name where and/or to whom they can verbally confirm their attendance
- Special needs: name of the person to contact if applicants have any special needs or require special arrangements/facilities for the interview.

Appendix 7.13

AVP Britain: A guide to interviewing

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The interview is one of the main tools for assessing whether an applicant meets the criteria for the job. It is conducted to:

- Enable the selection panel to make a decision as to the suitability of an applicant
- Allow applicants the opportunity to demonstrate that they meet the criteria
- Provide applicants with more information about the job and AVP, and therefore help the applicant to accept or reject the job, if offered.

It is important at the interview to convey a good image of AVP to ensure that the applicant leaves feeling they have been treated with respect, courtesy and fairness. Interviews should be conducted in a friendly and responsive way in order to draw out applicants. Panel members must have an open mind if they are to conduct the interview successfully.

Preparation

Interview questions

Asking the right questions at interview is very important. They will direct the applicants' response and enable the criteria against the competencies to be tested. An ideal interview is one where the applicant gives all the information required. The same questions (based on all of the essential criteria) must be set for all applicants. Members of the panel should prepare model answers against which the applicants' answers could be assessed.

Except where the questions are directly related to the job, e.g. where there is genuine occupational qualification, questions must not be asked about personal circumstances, e.g. marital status, age, dependants, religion, sexuality, race/nationality/ethnic origin.

In the case of applicants with disability, reference can be made to their disability. However, this is best addressed at the end of the interview and only if it has a direct bearing on their ability to do the job and in the context of necessary adaptations and aids which it is reasonable to offer.

Interview questioning techniques

In order to assess the candidate's suitability for the post it is important that they do most of the talking to allow the interviewers to elicit as much information as possible. Generally the same primary questions should be used for all candidates, although this does not mean that candidates cannot be questioned on an individual basis in relation to information they have supplied or to follow-up questions in light of a candidate's initial response.

When phrasing questions try to ask for evidence that demonstrates previous performance, personal qualities and motivation.

Questions that are likely to help gain information from candidates:

Open: introduces general areas of questioning, which require explanations: e.g. 'why', 'how', 'please explain', 'describe':

e.g. "Tell me about the duties and responsibilities of your current/most recent job?"

These questions encourage the candidate to give a detailed response

Probing: finds out what lies behind a statement:

e.g. “What aspects of the job did you most enjoy?”

These questions elicit more specific information and allow you to explore important or uncertain points.

Analytical: elicits evidence of the candidate’s ability to analyse the work/task:

e.g. “What strategies do you employ to prioritise a busy workload?”

Closed: checks facts.

e.g. “How many staff were you responsible for?”

These questions can help focus an evasive or verbose candidate.

Questions to avoid:

Leading: encourages a candidate to answer in a particular way:

e.g.” This job involves dealing with difficult customers - are you able to do that?”

The answer to these questions is a foregone conclusion.

Multiple: asks several questions at once:

e.g. “Can you tell me how you dealt with an angry customer, what the outcome was and how you would tackle a similar problem again?”

These questions are confusing and the candidate is unlikely to be able to remember everything you have asked.

Hypothetical: asks a candidate how he/she would handle a particular situation:

e.g. “How would you deal with a difficult customer?”

Candidates are unlikely to be able to imagine the situation in its real context and their answer will be based on how they think you should handle the situation, not what they would do in reality. Instead ask them to describe situations they have encountered and how they behaved.

Discriminatory: questions about childcare, domestic and personal circumstances and health.

e.g. “Do you have childcare responsibilities?”

Such questions tend to be viewed as discriminatory because they assume that childcare and other family commitments may have a negative impact on a woman's motivation, commitment to the job, attendance or availability to work overtime. Because such discriminatory assumptions would not be likely to be made about male candidates, questions of this nature are viewed as discriminatory on the grounds of sex.

If, for example, the position includes the requirement to work weekends and/or evenings explain this to all candidates and ask whether this would be a problem.

Checklist before interview

A Chair of the panel should:

- Ensure that the place for interview and the waiting area are accessible, comfortable and welcoming
- Arrange seating as agreed (seating arrangement must project a friendly and relaxed atmosphere)
- Ensure there is a jug of water and enough cups/glasses
- Post a notice on the door so people are aware interviews are taking place – to avoid interruptions and noise in the vicinity

Conduct of the interview

The Chair of the panel should:

- Start by welcoming the applicant and introducing the panel members
- Encourage the applicant to feel at ease
- Inform the applicant of the nature of the contract, as advertised, i.e. temporary, fixed term, secondment etc.
- Explain the structure of the interview i.e. approximately how long it will take, how many questions and note-taking
- Explain when the decision will be made and the applicants informed.

To get the best out of the interview, it is important that all panel members:

- Maintain a friendly, conversational tone and level of voice throughout the interview
- Are aware of non-verbal signals
- Use open questions
- Ask questions in a logical sequence
- Avoid complex questions – otherwise you will have to keep repeating the question
- Allow the applicant to do most of the talking.

The reality at an interview is that most applicants do not give all the information required. It is therefore important to probe – it is never discriminatory to do so. Questions about 'what', 'how', 'why', 'when', 'where', 'to whom', etc should be used often. It is unfair to applicants not to probe, as they will not have been given the opportunity to demonstrate their ability to do the job. However the extent to which probing is used should be limited to the point where it is apparent that the applicant has no more information to provide without the panel suggesting possible responses.

During the interview, encourage the applicant by looking interested in what is being said. Demonstrate this in some tangible way e.g. the occasional nodding of the head. Please refrain from interrupting the applicant while they are responding to a question. Each panel member should take notes at the interview in order to accurately assess applicants' response as they relate to the competencies for the role.

The notes will also be needed to explain and justify the decision of the panel should a complaint be made. It is important to maintain eye contact with the applicant as much as possible, whilst taking notes.

At the end of the interview:

- Give the applicant an opportunity to add anything else in support of their applications
- Give the applicant the opportunity to ask questions of the panel
- Inform the applicant of when they will be notified of a decision.
- Thank them for attending the interview.

Please note the importance here of giving a good impression/image of AVP by making each applicant feel they have been treated with respect and fairness.

Making a decision

Decisions about whom to appoint should not be made until all applicants for a job have been interviewed. All panel members should participate in the decision making process. Only information obtained from the application form, selection tests (if used) and the interview should be taken into account during this process. Decisions must not be influenced by traditional or stereotyped views of race, age, gender or disability nor by assumptions or concerns about whether a particular applicant will 'fit in', or speculation on whether an applicant's personal circumstances may affect their performance/attendance whilst in the job. The selection decision must be based solely on how well an applicant has performed against the competencies of the role.

Rating of evidence

Scores for each question must be agreed and entered on the interview record. The emphasis at the interview is to probe and identify evidence required to perform the job. The panel members will rate the evidence, which must also be recorded on the interview record form, as follows:

4 Demonstrates evidence significantly above the requirement of the job
3 Demonstrates clear positive evidence about meeting the requirements of the job
2 Demonstrates some positive evidence in meeting the requirement of the job, but will require development
1 Demonstrates very little evidence about meeting the requirement of the job
0 No evidence presented about meeting the requirement of the job

The panel must assess each applicant collectively. There must be a consensus reached about the decision. Where a panel do not agree, it is helpful to explore where the discrepancies in evidence lie and try to reach a decision. Where they still cannot reach a consensus decision, a majority decision should carry, but careful note should be made of the reason why consensus could not be reached.

Applicants' interview scores must be noted on the interview record, together with any test/assessment results. The applicant who scores highest (i.e. the overall all score of interview and test/assessment scores) should be offered the job. It is also important to examine again all scores to determine that there is an acceptable performance in all areas of the essential requirements.

In the case of two or more applicants scoring the same, the panel should review the questions again to see if those applicants have fully answered all the questions as they relate to all of the essential areas of the competencies. Questions relating to the desired areas of the competencies may then be reviewed to ascertain if these have been answered fully. Other selection tests could also be re-visited. If necessary, the applicants must be recalled for a second interview to resolve this.

It is the Chair's responsibility to ensure the panel's decision and the reasons must be accurately recorded. Applicants' assessment form, interview recording forms from each panel member, application forms, short listing notes and any other interview/personal notes must all be retained. These will assist in:

- Giving feedback
- Responding to queries
- Dealing with complaints
- Dealing with legal challenge e.g. Employment Tribunal.

All relevant documents will be kept for six months (longer if there is an indication of potential complaint), after which time they will be destroyed.

Equality and diversity in recruitment and selection

It is the policy of AVP that all employees are recruited on merit, based on a fair, equal and consistent assessment of their ability to undertake the job. It is essential that the recruitment and selection procedures set out in this document be applied to ensure all appointments are made fairly, non-discriminatorily and without bias.

Good practice in recruitment and selection is essential as it:

- Encourages and promotes equality of opportunity in employment
- Welcomes and appreciates differences and its contribution in making AVP a better and richer organisation
- Promotes the image of AVP as a good employer
- Develops and enhances staff performance and morale
- Minimises the risk of unsuitable appointments
- Avoids legal challenge (e.g. Employment Tribunal)